



**Defense Department Advisory Committee on  
Women in the Services (DACOWITS)**

**The United States  
Coast Guard  
Response to the 2003  
DACOWITS Report**



**U.S. Department of  
Homeland Security  
United States  
Coast Guard**



Commandant  
United States Coast Guard

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5000

## **MEMORANDUM**

From: Kenneth T. Venuto, RADM  
G-W

Reply to G- WTL  
Attn of: CDR L. Mosier  
(202)267-2467

To: Principal Deputy Under Secretary of Defense for Personnel and Readiness

Subj: DACOWITS 2003 REPORT

Ref: (a) Your Memorandum of 14 Jan 2004

1. In accordance with reference (a), the attached document is submitted as the Coast Guard response to the findings and recommendations outlined in the Defense Department Advisory Committee on Women in the Services 2003 Report.

2. My staff POC regarding this matter is CDR Laurie J. Mosier at (202)267-2467 or email Lmosier@comdt.uscg.mil.

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Enclosure: Coast Guard Response to DACOWITS 2003 Report

**U.S. Coast Guard Response for  
DACOWITS 2003 Report**

**Female Attrition**

Prepared by  
Coast Guard Headquarters  
February 2004

Action Office: G-WP-1

Issue: Request that the Coast Guard review female attrition and provide feedback in this area.

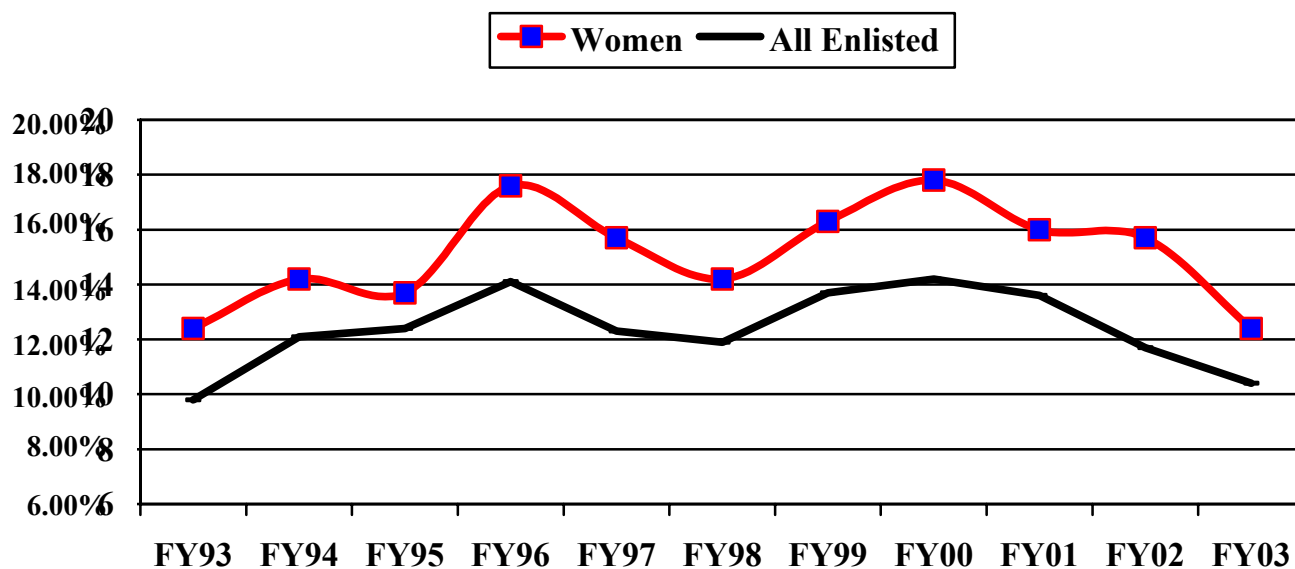
Response:

**Women Representation  
in the Coast Guard Military Workforce**

	Women	Total	%Women
Enlisted	3214	31155	10.3%
Officer	871	5972	14.6%
CWO	86	1415	6.1%
OCS	11	67	16.4%
Cadet	273	940	29.0%
SelRes	1131	7768	14.6%

Data as of the end of February 2004

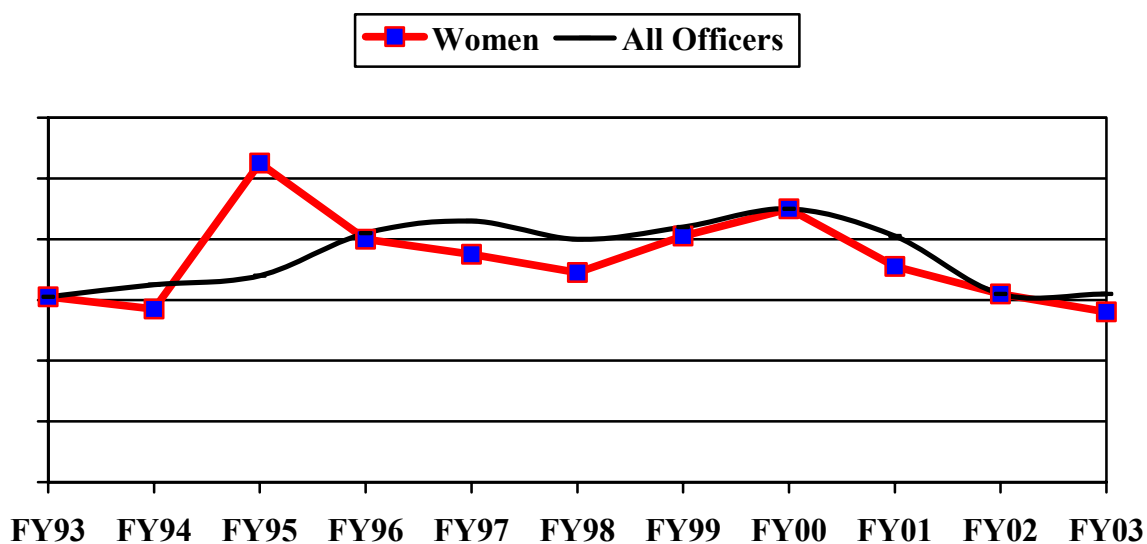
**Enlisted Loss Rates  
(excluding recruit losses)**



Attrition for women in our enlisted workforce has consistently tracked higher than that of men, but at a fairly constant rate; that is, it mirrors the ebbs and flows of the overall enlisted force. Additional data regarding age, pay grade, and average time-in-service differences between men and women are currently under review.

Note: "Loss Rate" includes attrition from the service as well as transitioning from the enlisted workforce to the CWO or Officer Corps.

### AD Officer Attrition Rates



This graph shows that, in general, there is little difference in overall attrition rates for women officers as compared to the officer corps as a whole. However, data is showing that there are significant differences between men and women officer attrition depending on their accession source (i.e., Academy, OCS, Other). This data is currently under review.

Submitted by: Mr. Tom Taylor (G-WP-l)  
U.S. Coast Guard

**U.S. Coast Guard Response for  
DACOWITS 2003 Report**

**First Trimester Health Care**

Prepared by  
Coast Guard Headquarters  
February 2004

Action Office: G-WK (G-WKH)

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Issue: Request that the Coast Guard review first trimester health care for pregnant Service members and provide feedback in this area.

Response: Pregnant Service members receive the same standard of care at a Military Treatment Facility (MTF) that they would receive at a civilian provider. MTFs are subject to the same external accreditation reviews as civilian health care facilities. The access standard of 60 minutes commuting time is adhered to but in reality the majority of appointments are well below this standard and within a 15-minute commute. The Coast Guard pays for an episode of care (from initial diagnosis through delivery); therefore, once the member is referred to a provider, that provider determines the frequency of visits, prescriptions and any routine or special tests. If the pregnancy is classified as high risk, the Service member will be authorized additional maternity visits from the beginning of the pregnancy.

Sierra Military, one of the TRICARE Managed Care Support Contractors, has a free educational program that provides participants with general and individualized information about each stage of pregnancy. The individual is interviewed to determine any special needs and receives a copy of the book What to Expect When You are Expecting. At the beginning of each trimester they receive additional information on specific topics identified during the interview. Due to the geographic spread of our service and the lack of available MTFs to all Coast Guard duty stations, approximately 50% of Coast Guard members are under the care of civilian providers.

Submitted by: CAPT Carol Rivers (G-WKH-3)  
U.S. Coast Guard

**U.S. Coast Guard Response for  
DACOWITS 2003 Report**

**Personnel Retention  
Recommendation A.2.b.i.**  
*Availability of Personal/Family Time Issues*

Prepared by  
Coast Guard Headquarters  
February 2004

Action Office: G- WPM

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**Issue:** DACOWITS recommends that the Department and Services continue to explore additional options that affect personal/family time, which may include those contained in the forthcoming RAND Return on Investment Study on military leave programs.

**Response:** The Coast Guard continues to be pleased with the current Temporary Separation and Care for Newborn Children programs (discussed further in response to Recommendation A.2.b.ii.).

The very nature of the Coast Guard's response mission combined with scheduled deployments often require members to be away from their families for extended periods of time. The Coast Guard has several policies that try to compensate members for their time away from their families. Regular and special liberty are granted for short periods to provide respite from the working environment or for other specific reasons. Regular liberty typically extends from the end of the workday to the start of the next workday. Special liberty is a period granted outside regular liberty periods for unusual reasons such as compensatory time off, emergencies, exercising voting responsibilities of citizenship, observing major religious events requiring the individual to be continuously absent from work or duty, or for special recognition. Commanding officers are authorized to grant special liberty for up to 3 or 4 days for the following reasons:

1. Compensation for significant periods of unusually extensive working hours.
2. Compensation to members on board ship in overhaul away from homeport.
3. Compensation for duty in an isolated location where normal liberty is inadequate.
4. As special recognition for exceptional performance, as determined by the commanding officer.
5. As a traffic safety measure on long weekends or to avoid peak traffic periods.
6. For PCS related activities (e.g., household goods packing and pickup).

Compensatory absence is a form of liberty granted to personnel serving on isolated duty and is authorized for the purpose of maintaining the morale and efficiency of the Service. It provides a means of compensating for normal liberties

forfeited in conjunction with service at isolated units. Compensatory absence is accrued at a rate of 2 1/2 days per month, not to accumulate in excess of 60 days, and must be used prior to reporting to the member's next duty station.

Submitted by: LCDR Mike Saramosing (G-WPM-I)  
U.S. Coast Guard

**U.S. Coast Guard Response  
for DACOWITS 2003 Report**

**Personnel Retention  
Recommendation A.2.b.ii.**  
*Availability of Personal/Family Time Issues*

Prepared by  
Coast Guard Headquarters  
February 2004

Action Office: G- WPM

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**Issue:** DACOWITS recommends that the personal and family leave programs instituted by the Coast Guard (i.e., Care for Newborn Children and Temporary Separation programs) and contemplated by the Navy be evaluated as soon as possible for their impact on retention and that this information be disseminated to the other Services and to military personnel and families.

**Response:** The Temporary Separation policy allows Coast Guard members to temporarily separate and pursue growth or other opportunities outside the service, while providing a mechanism for their return to active duty. The long-term intent of this program is to retain the valuable experience and training our members possess that might otherwise be lost. With every person that returns, we avoid the cost of recruiting and training replacements. In addition, we increase the overall experience level of the Coast Guard by retaining members who have already acquired the critical skills we need to perform our missions. As noted in the DACOWITS 2003 Report, approximately 8% of those that separated under the temporary separation policy returned to active duty. The Coast Guard is implementing a process to track the numbers of personnel (officer and enlisted, male and female, pay grade, etc) exiting and re-entering the Service under our Temporary Separation programs as well as the reasons for taking the sabbatical and time away from Service (up to 24 months). It's important to note that the majority of personnel that participate under the temporary separation program do so at the end of their active duty contract. The Coast Guard has been actively engaged in discussions concerning our programs with other services.

**Submitted by:** LCDR Mike Saramosing (G-WPM-1)  
U.S. Coast Guard



**U.S. Coast Guard Response  
for DACOWITS 2003 Report**

**Personnel Retention  
Recommendation A.3.b.**  
*Participation in Military Culture/Lifestyle*

Prepared by  
Coast Guard Headquarters  
February 2004

Action Offices: G-H, G-WT (G-WTL)

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**Issue:** DACOWITS recommends that commanders continue efforts to ensure that the work environment is neither hostile nor discriminatory and is conducive to optimal utilization and retention of highly qualified female officers.

**Response:** The Coast Guard currently has or is involved in several initiatives with the goal of creating a positive work environment for all members. Those that either include or are intended for the optimal utilization and retention of highly qualified female officers include:

**Women Officers Professional Association (WOPA)** - Funding support is provided to the field for attendance at the WOP A Annual Symposium that promotes professional development and provides a forum to discuss relevant women's leadership issues.

**Coast Guard Women's Leadership Association (CGWLA)** - Newly formed organization; provides opportunities for and promotes the mentoring and career development for all Coast Guard women along with education and training opportunities for common gender-related issues.

**Gender Policy Advisor** - Provides advice and input to Commandant, Headquarters directors, and field commands on gender issues and policies for all Coast Guard women and is responsible for tracking and analyzing womenspecific data.

**The Commandant's Diversity Advisory Council (DAC)** - The DAC serves as the eyes and ears of the Commandant to ensure that our diversity efforts promote the Coast Guard as the "Employer of Choice" and enhance our workforce retention. The Gender Subcommittee of the DAC focuses specifically on gender Issues.

**Organizational Assessment Survey (OAS)** - The OAS is an instrument to assess perceptions of members of the Coast Guard and serves as a tool to gauge the environment and to provide interventions for the challenges posed.

**Equal Opportunity Reviews** - Internal unit reviews that include interviews with the CO or director, senior management staff, supervisors, and selected employees who are representative of the command's military and civilian workforce to provide assistance and guidance to the CO or director of the unit in addressing any specific Equal Opportunity issues and concerns.

**Human Relations Councils (HRCs)** - HRCs are in place at all units/commands at and above the group level (units with personnel strength of approximately 200 and above) to advise Commanding Officers and serve as liaison for human relations issues surfacing in the local command.

**The Coast Guard Mentoring Program** - The current emphasis of the Coast Guard Mentoring Program is on assisting local commands in developing and implementing local leadership training and professional development programs that include all segments of the Coast Guard workforce.

**Assignments** - Continuous assignment efforts are made to improve the representation of minorities and women in key staff and faculty positions (U.S. Coast Guard Academy, Cape May Training Center, Recruiters, Command Master Chiefs and command cadre positions).

The Coast Guard also strives to create and maintain a positive work environment through consistent leadership and training of all members. Coast Guard members receive Sexual Harassment Prevention Training at all accession points and annually thereafter in the areas of identification, prevention, resolution and elimination of sexual harassment. Human Relations Awareness Training is also conducted at all accession points and every three years thereafter. Annual training on Rape and Sexual Assault is required effective March 2004.

Submitted by: LTJG Aja Kirksey (G-WTL-I)  
U.S. Coast Guard

**U.S. Coast Guard Response for  
DACOWITS 2003 Report**

**Support During Deployment  
Recommendation B.1.b.ii.  
*Delivery of Child Care***

Prepared by  
Coast Guard Headquarters  
February 2004

Action Office: G-WK (G-WKW)

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Issue: DACOWITS recommends that the Services address the need for greater child care availability during times of increased OPTEMPO/PERSTEMPO.

Response: The Coast Guard continues to pursue many avenues to assist parents in arranging childcare and keeping the costs affordable. Along those lines, the Coast Guard has sought to increase subsidies to Coast Guard operated child development centers in order to keep our prices in line with DOD facilities. The Coast Guard and the Department of Defense have also entered into an agreement that allows Coast Guard and DOD members equal access to each services' child development centers.

To assist families who don't have access to Coast Guard operated child development centers and Family Child Care Homes, the Coast Guard is exploring the use of Title 10 U.S. Code Sec. 1798 and 1799 authority to partner with local civilian communities, along with increasing the coordination efforts of child care information and referral for members in geographically isolated areas.

Submitted by: CAPT Daniel Riehm (G-WKW)  
U.S. Coast Guard

**U.S. Coast Guard Response for  
DACOWITS 2003 Report**

**Support During Deployment  
Recommendation B.2.b.i.  
*Availability of Information***

Prepared by  
Coast Guard Headquarters  
February 2004

Action Office: G-WK (G-WKW)

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**Issue:** DACOWITS recommends that the official chain of command be emphasized as the primary source of information on deployment timetables and support services, and that this information be repeatedly disseminated on a timely basis by all available means to military and family members to reduce the opportunity for misinformation.

**Response:** The official chain of command has always been emphasized as the primary source of information about deployments.

To improve the flow of information, the Coast Guard is working to re-energize the ombudsman program to ensure information is delivered to the families at home. The ombudsman will also focus on ensuring new military families are aware of the resources and services available to them. To help that effort, a new Spouses Handbook (<http://www.uscg.mil/hq/g-w/g-wk/wkw/work-life/programs/pdf/spousehandbook.pdt>) was developed several years ago and Coast Guard work-life staffs are providing that information to new Coast Guard families to help them learn how to access the benefits and services available to military members and their families (copy provided).

The Coast Guard also uses pre-deployment family nights to give families an opportunity to meet with the Work-Life staff responsible for providing support services before the unit departs on a deployment.

Background information: The Coast Guard's Work-Life Program is managed by the Office of Work-Life (15 person staff), a Headquarters program manager staff within the Health and Safety Directorate, reporting to the Assistant Commandant for Human Resources. This staff is responsible for establishing, developing and promulgating Work-Life policy and interpreting program standards for Coast Guard-wide implementation. The overall objective is to support the well-being of active duty, reserve and civilian employees and family members.

Service delivery of Work-Life Programs is accomplished by 13 field Work-Life Staffs (8-10 people in size) assigned to Integrated Support Commands (ISC) Coast Guard-wide and the Headquarters Support Command (HSC). These Work-Life specialists administer their respective programs in accordance with

Commandant (G- WKW) policy and other such directives that may be issued by competent authority. They coordinate a myriad of program elements as specified in these policies, including training, mandatory reporting, marketing, measuring and evaluation, networking with local care providers, education and outreach. Regional Work-Life staffs are located at ISC's in Alameda, Boston, Cleveland, Honolulu, Ketchikan, Kodiak, Miami, New Orleans, Portsmouth, San Pedro, Seattle, St. Louis, and at the HSC in Washington, DC.

These 13 staffs, along with the Headquarters staff, provide services for more than 40,000 active duty members, reserve members on active duty, and their dependents.

Submitted by: CAPT Daniel Riehm (G- WKW)  
U.S. Coast Guard

**U.S. Coast Guard Response for  
DACOWITS 2003 Report**

**Support During Deployment  
Recommendation B.3.b.i.**  
*Access to Support Services*

Prepared by  
Coast Guard Headquarters  
February 2004

Action Office: G- WK (G- WKW)

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Issue: DACOWITS recommends that the Services investigate more effective ways to communicate information about, and encourage the use of, support services, particularly to junior enlisted personnel and families who live off base.

Response: The Coast Guard is working to re-energize the ombudsman program as an effective means of communicating information about support services available to members of the Coast Guard and their families. The Coast Guard also uses family nights at units as an opportunity for family members to receive information on services available to assist them and has developed a new spouses handbook as a source of information on how to access support services for people not familiar with the military.

Submitted by: CAPT Daniel Riehm (G- WKW)  
U.S. Coast Guard

**U.S. Coast Guard Response  
for DACOWITS 2003 Report**

**Support During Deployment  
Recommendation B.3.b.ii.**  
*Access to Support Services*

Prepared by  
Coast Guard Headquarters  
February 2004

Action Office: G- WP (G-  
WPM)

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Issue: DACOWITS recommends that activated Guard and Reserve Service members and their families be given immediate access to all services for which they are eligible (e.g., DEERS registration, exchanges, and commissaries).

Response: Coast Guard Reservists and their dependents have unlimited Exchange/Commissary privileges per FY04 NDAA Section 651. DEERS registration is open to all reservists and their dependents at any site that issues ill cards.

Submitted by: LCDR Mike Saramosing (G-WPM-1)  
U.S. Coast Guard

**U.S. Coast Guard Response for  
DACOWITS 2003 Report**

**Support During Deployment  
Recommendation B.4.b.**  
*Response to PERSTEMPO/OPTEMPO*

Prepared by  
Coast Guard Headquarters  
February 2004

Action Office: G-O

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Issue: DACOWITS recommends that, when possible, greater predictability be integrated into the deployment process.

Response: All Coast Guard cutters, Air Stations, Law Enforcement Detachments, Maritime Safety and Security Teams and Port Security Units have unit schedules that are made available to command personnel consistent with security considerations. They reflect the routine planned accomplishment of Coast Guard missions within the parameters of asset type, operational tempo and personnel tempo guidelines. These schedules, however, are subject to change in response to evolving operational requirements, contingencies and unplanned events that occur each and every year. Changes in the Homeland Security Advisory System, deployments to emergent DOD military operations and surge operations in support of Coast Guard objectives (e.g. suppressing alien mass migration, recovery operations ITom major man-made or natural disasters) are examples of unplanned events that typically result in significant schedule changes. The Coast Guard agrees with the need to provide our people with predictable operational schedules and we make every effort to keep crews updated as schedules are developed and modified in response to changing mission requirements.

Submitted by: CDR Mike Giglio (G-OPD)  
U.S. Coast Guard



**U. S. Coast Guard Response  
for DACOWITS 2003 Report**

**Women's Health Care Issues  
Recommendation C.3.b.ii.  
*Access to OB/GYN Care***

Prepared by  
Coast Guard Headquarters  
February 2004

Action Office: G- WK (G- WKH)

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**Issue:** DACOWITS recommends that information on the policies, practices, and benefits of early access to OB/GYN care, be given to all military personnel, especially those in leadership positions, through regular mandatory briefings on family planning, pregnancy, physiological changes, advisable health care regimens, and job performance expectations of pregnant personnel.

**Response:** Although the Coast Guard does not currently provide mandatory briefings to service members on the aforementioned policies and practices or the benefits of early access to OB/GYN care, a revision to the current policy on pregnancy addresses these issues and will be incorporated into the Coast Guard Personnel Manual as soon as the approval process is complete. The draft policy states, "All Commanding Officers/Officers-in-Charge are responsible for ensuring that every member of the pregnant woman's chain of command is aware of the safety and medical provisions this Article. Counseling must be provided, documented and recorded in the servicewoman's record concerning: 1) The member's responsibility to the Coast Guard and the Service's need for readiness and worldwide assignment, 2) Military entitlements to maternity care while on active duty, and 3) The limited medical benefits available to her if she separates from the Service." The draft also states that the Coast Guard Maintenance and Logistics Command will conduct an evaluation of the work environment for the presence of reproductive hazards during periodic safety and environmental health audits. They will also provide specific guidance and direction to those in command on how to protect the health of the pregnant servicewoman and her unborn child from occupational hazards.

**Quality of Care, Access to Care, Responsiveness of the Appointment System and Continuity of Care -**

Coast Guard clinics provide only routine GYN care. They are staffed with at least one provider who has been granted routine GYN care privileges based on a competency assessment review by the Professional Review Committee (PRC). Coast Guard clinics are reviewed by external accreditation agencies and are held to the same standards as civilian facilities. They provide comment/complaint forms for patients/commands to use and have a process in place for follow-up. There are also Patient Advisory Committees at each clinic that allow patient issues to be addressed. Due to the limited size of our clinics, Coast Guard members are likely to see the same provider for all health

care needs, including women's health issues, until they or the provider are transferred. The five-year provider billet assignments allow most patients to enjoy continuity of care.

All OB care is referred out to the nearest Military Treatment Facility (MTF) or civilian facility based on patient location or circumstance. Access to care is available within 30 days or the member will be referred to a civilian provider per TRICARE guidelines. During 2003, the Military Health System initiated a new program to better serve expectant mothers who receive care at an MTF. Through family-centered care, military hospitals offer an extended family to members whose sponsors are deployed (or who remain on the home front), providing health care as well as knowledge about the separation aspects of military life. This new family-centered care initiative encourages MTFs to offer improved access to GYN care, first trimester appointments, parking, assistance with scheduling future appointments, and individualized prenatal education. Details on this benefit are found on the following website: <http://www.tricare.osd.mil/familycare/default.cfm>

**Privacy and Confidentiality of Patient Information** - The Coast Guard Health Care Program has appointed a Privacy Officer who has developed policies and procedures for local clinic implementation. The Privacy Officer performs privacy assessments, ensures delivery of privacy training and orientation to all clinic staff members, and guides the clinic staff in the implementation of reasonable safeguards to limit risks to patient privacy. These safeguards included asking waiting patients to stand a few feet back from clinic counters, use of dividers, shields and curtains where needed and reasonable, and ensuring the privacy and security of medical records, other paperwork and electronic medical information.

Submitted by: CAPT Carol Rivers (G- WKH-3)  
U.S. Coast Guard

**U. S. Coast Guard Response for  
DACOWITS 2003 Report**

**Women's Health Care Issues  
Recommendation C.3.b.iv.  
*Access to OB/GYN Care***

Prepared by  
Coast Guard Headquarters  
February 2004

Action Office: G- WPM

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Issue: DACOWITS recommends the wide dissemination of and education on the policies related to job assignment, duties, and responsibilities of pregnant Service members.

Response: The policies governing the job assignment, duties, and responsibilities of pregnant Service members and commands are contained in COMDTINST 1900.9, Pregnancy in the Coast Guard. A revision to the current policy on pregnancy addresses these issues and will be incorporated into the Coast Guard Personnel Manual as soon as the approval process is complete. Upon approval of the revised policy, a service-wide message announcing the policy and its inclusion in the Personnel Manual will be released. Commands will be directed to review the policy and disseminate information to all Service members.

Submitted by: LCDR Mike Saramosing (G-WPM-l)  
U.S. Coast Guard

**The United States  
Marine Corps  
Response to the 2003  
DACOWITS  
Report**





**DEPARTMENT OF THE NAVY**  
HEADQUARTERS UNITED STATES MARINE CORPS 3280  
RUSSELL ROAD QUANTICO, VIRGINIA 22134-5103

IN REPLY REFER TO:

7200  
MPO-40

MEMORANDUM FOR MILITARY DIRECTOR, DACOWITS

Subj: UNITED STATES MARINE CORPS RESPONSE TO 2003 DACOWITS  
REPORT

Ref: (a) USD (P&R) memo of 14 JAN 04

Encl: USMC response to 2003 DACOWITS Report

1. Per the reference, the Marine Corps' response is enclosed.
2. POC is Maj Larry Bauer at DSN: 278-9388/9387 or COMM: (703) 784-9386/87.

**Signed**

Maj USMC Section Head,  
MPO-40

UNITED STATES MARINE CORPS  
RESPONSE TO THE 2003 DACOWITS REPORT  
RECOMMENDATIONS

A. PERSONNEL RETENTION

2. Availability of Personal/Family Time

b. Recommendations:

i. DACOWITS recommends that the Department and Services continue to explore additional options that affect personal/family time, which may include those contained in the forthcoming RAND Return on Investment Study on military leave programs.

The Marine Corps' leave and liberty policy is contained in Marine Corps Order PLOs0.3, which is in consonance with DoD policy contained in DoDD 1327.5. Service Members accrue 30 days of leave each year and may maintain up to 60 days of leave at the end of any fiscal year. Additionally, upon approval of Special Leave Accrual (SLA) Service Member may maintain up to 90 days of leave at the end of any fiscal year. Marines are encourage to use as much leave throughout the year as possible as personal/family time. OSD is evaluating the possibility of increasing the amount of SLA to 60 days vice 30 and the possibility of a one *time* buy back of accrued leave. The Marine Corps will evaluate the forth-coming RAND study.

ii. DACOWITS recommends that the personal and family leave programs instituted by the Coast Guard (i.e., Care for Newborn Children and Temporary Separation programs) and contemplated by the Navy be evaluated as soon as possible for their impact on retention and that this information be disseminated to the other Services and to military personnel and families.

The Marine Corps will evaluate the Coast Guards program and its applicability to the Marine Corps.

3. Participation in Military Culture/Lifestyle

b. Recommendation

DACOWITS recommends that commanders continue efforts to ensure that the work environment is neither hostile nor discriminatory and is conducive to optimal utilization and retention of highly qualified female officers.

Concur. To remain ready to fight and *win* while at the same *time* transforming itself in the 21st century the Marine Corps remains committed to highlighting the individual Marine and their

families. Our greatest resource is our Marines. Providing adequate knowledge to fight discrimination and hostile workplace starts at the top. Our future commanders attend an intensive two-week course addressing these topics and the Marine Corps' responsibility to the individual.

## **B. SUPPORT DURING DEPLOYMENT**

### **1. Delivery of Child Care**

#### **b. Recommendations**

**ii. DACOWITS recommends that the Services address the need for greater childcare availability during times of increased OPTEMPO/PERSTEMPO.**

Concur. Each Installation commander is responsible for Base and Station Child Care facilities. Flexible/additional hours are available as required. Services are also available from certified in-home childcare providers in certain locations.

### **2. Availability of Information**

#### **b. Recommendations**

**i. DACOWITS recommends that the official chain of command be emphasized as the primary source of information on deployment timetables and support services, and that this information be repeatedly disseminated on a timely basis by all available means to military and family members to reduce the opportunity for misinformation.**

The official chain of command has always been the primary source of information on deployments. Commanders also utilize Key Volunteers to help disseminate information. Key Volunteers are the spouses of Marines within any organization. Prior to deployment, during and after deployment town hall meetings are also held to communicate vital information for family members.

### **3. Access to Support Services**

#### **b. Recommendations**

**i. DACOWITS recommends that the Services investigate more effective ways to communicate information about, and encourage the use of, support services, particularly to junior enlisted personnel and families who live off base.**

The Marine Corps will continue to investigate more effective ways to communicate information to Marines and families who reside off base. Phone trees, base television, base web sites and radio announcements are a couple of ways to reach these Marines and families. Again, the Key Volunteer network and the chain of command play a vital role.

ii. DACOWITS recommends that activated Guard and Reserve Service members and their families be given immediate access to all services for which they are eligible (e.g., DEERS registration, exchanges, and commissaries).

Active and Reserve Component Marines receive all services for which they are eligible.

#### **4. Response to PERSTEMPO/OPTempo**

##### **b. Recommendation**

DACOWITS recommends that, when possible, greater predictability be integrated into the deployment process.

Concur. Marines assigned to Marine Expeditionary Units (MEU) are intimately familiar with their respective deployment schedules. However, for those not assigned to such units, the Marine Corps will, when possible, integrate greater predictability to the deployment process.

### **C. WOMEN'S HEALTH CARE ISSUES**

#### **3. Access to OB/GYN Care**

##### **b. Recommendations**

ii. DACOWITS recommends that information on the above policies and practices, and the benefits of early access to OB/GYN care, be given to all military personnel, especially those in leadership positions, through regular mandatory briefings on family planning, pregnancy, physiological changes, advisable health care regimens, and job performance expectations of pregnant personnel.

The education of Marines in any leadership position, whether that be a regimental commander or platoon commander, is vital to the success of any organization. Continually educating Marines with respect to these areas of concern will only serve to benefit the entire command.

iv. DACOWITS recommends the wide dissemination of and education on the policies related to job assignment, duties, and responsibilities of pregnant service members.

Concur. The Marine Corps Order 5000.12, Marine Corps Policy on Pregnancy and Parenthood, contains detailed information concerning job assignment, duties, and responsibilities of pregnant Marines. This order is currently under revision and is expected to be published within this FY.



The United States  
Air Force  
Response to the 2003  
DACOWITS  
Report





22 APR 2004

MEMORANDUM FOR OFFICE OF THE UNDER SECRETARY OF DEFENSE,  
PERSONNEL AND READINESS

FROM: AF/DPPP

SUBJECT: USAF Response to the DACOWITS 2003 Report

Attached is the USAF reply to the 2003 DACOWITS Report in which we have addressed each of Service-specific recommendations as well as the questions posed in your cover letter concerning the review of female attrition and first trimester health care for pregnant Service members.

The Air Force recognizes and appreciates the significance of the Committee's findings and recommendations. The voice this Committee speaks with is heard loud and clear throughout the United States Air Force. I'm pleased to note that many of the recommendations are already a part of our philosophy, culture, and daily practices. If you, Lt Gen Mutter, or any of the Committee members have questions, please contact our USAF DACOWITS POC, Major Melissa Flattery at (703) 614-8273.

A handwritten signature in blue ink, appearing to read "M F Hayden".

MICHAEL F. HAYDEN, Colonel, USAF  
Chief, Military Policy Division

Attachments:

1. AF Response to DACOWITS 2003 Recommendations
2. Talking Paper on AF Sexual Harassment Prevention Training
3. Talking Paper on 2002 AF Sexual Harassment Survey Results (Response to A.3.b)
4. AF Review of Female Retention
5. Talking Paper on First Trimester Health Care for Pregnant Members

# **UNITED STATES AIR FORCE RESPONSE TO THE 2003 DACOWITS REPORT RECOMMENDATIONS**

For the sake of brevity and clarity, we have omitted those recommendations that the USAF wasn't tasked to address. All responses below take the Total Force into consideration (Active, Guard, and Reserve) but ANG-specific responses are not included here. The National Guard Bureau DACOWITS POC will provide those responses separately.

## **A. PERSONNEL RETENTION**

### **2. Availability of Personal/Family Time**

#### **b. Recommendations:**

**i. DACOWITS recommends that the Department and Services continue to explore additional options that affect personal/family time, which may include those contained in the forthcoming RAND Return on Investment Study on military leave programs.**

The Air Force plans to review the forthcoming RAND report and adopt/pursue changes as appropriate. All changes to leave and liberty policies must be coordinated by the other Services and approved by OSD for inclusion in DoD 1327.5, Leave and Liberty. The Air Force has attempted to make several changes as recently as Mar 04 to the current leave program through the Unified Legislation and Budgeting (ULB) process. These initiatives included: allow military members to sell back 90 days of leave, accrue 90 days of leave, and sell-back leave throughout military career. They would have allowed officers and enlisted members to sell back leave at anytime during their careers instead of upon discharge only. In every case, these initiatives have been disapproved at some level within the DoD. In the case of accrual of leave, this could assist members by providing more leave options.

**ii. DACOWITS recommends that the personal and family leave programs instituted by the Coast Guard (i.e., Care for Newborn Children and Temporary Separation programs) and contemplated by the Navy be evaluated as soon as possible for their impact on retention and that this information be disseminated to the other Services and to military personnel and families.**

The Air Force is reviewing the Coast Guard family leave programs and evaluating the impact such programs would have on the Air Force. The Air Force will address these issues to OSD as appropriate. In the Coast Guard program, their policy allows Coast Guard members a one time temporary separation of up to two years to attend to personal business, pursue education, volunteer work, etc., ie, to discharge parental responsibilities to care for newborn children, and to provide a mechanism for their return to active duty. There are many significant issues the Air Force will need to address such as retention, promotions, requalifying training, and impact on readiness before implementing such a program. In addition, a solid business case and return on investment will need to be studied for impact on force development.

### **3. Participation in Military Culture/Lifestyle**

#### **b. Recommendation**

**DACOWITS recommends that commanders continue efforts to ensure that the work environment is neither hostile nor discriminatory and is conducive to optimal utilization and retention of highly qualified female officers.**

**AF Policy:** Without doubt, our USAF commanders work to ensure our Air Force communities are free of hostile, discriminatory acts. This will, of course, continue in the future. Our commanders have several tools to utilize in this area. Specific mandatory compliance items detailing AF installation and unit commander responsibilities for providing for an environment free of unlawful discrimination/sexual harassment are outlined in Chapter 4 of AFI 36-2706, Military Equal Opportunity and Treatment Program.

**AF Survey Results and History:** Comparing the current results with the 1995 results, the AF shows a significant decrease (40% to 18%) in the number of women experiencing sexual harassment and a decisive increase (51 % to 70%) in the number of AF women who believe their leadership is proactive in preventing sexual harassment. The attached talking papers at Tab 2 and 3 provide additional survey results, as well as historical information regarding our AF sexual harassment/discrimination training with respect to policy, awareness, prevention and reporting. The talking paper on AF Sexual Harassment Training chronicles the Air Force's history in building strong, commander-driven programs to eradicate hostile and discriminatory treatment within the AF.

## **B. SUPPORT DURING DEPLOYMENT**

### **1. Delivery of Child Care**

#### **b. Recommendations**

**ii. DACOWITS recommends that the Services address the need for greater childcare availability during times of increased OPTEMPO/PERSTEMPO.**

The Air Force has implemented numerous initiatives to increase the number of available child care spaces during times of increased OPTEMPO/PERSTEMPO for the Air Force family, including active duty, Air National Guard, and Air Force Reserve.

Spouses of active duty military members who live off base, as well as retirees and state licensed civilian family child care providers are being recruited to provide Air Force affiliated family child care in their off base homes. Providers are being put under contract to deliver specific types of care through the Air Force Expanded Child Care Programs:

- Extended Duty Child Care: free childcare to active duty, Guard, Reserve, and DoD civilian families who work longer shifts due to increased mission requirements
- Mildly Ill Child Care: prevents parent from missing work by offering free child care for child who is mildly ill and cannot attend their normal day care
- Home Community Care: supports five Guard and Reserve sites with free childcare on drill weekends
- Missile Care: provides free child care for those members who work 24 hour shifts at missile sites
- Returning Home Care: offers 16 hours of free child care for members returning home from deployments and need time to re-engage with family life, both for R&R and at conclusion of deployment

Currently, over 18,000 hours of free childcare are provided each month through these Expanded Duty programs. The Family Child Care Subsidy Program is "buying down" the cost of childcare for families using AF Family Child Care at locations where there are long waiting lists in onbase child development centers. In the first 6 months of operation, the FCC Subsidy Program has grown to 54 bases, over 600 providers, caring for over 900 children per day, saving parents over \$17,000 per week in child care expenses.

These Air Force initiatives are designed to provide those types of care that are hard to obtain; (e.g., shift care, extended duty hours care, infant care). In addition, Air Force is increasing its partnerships with national organizations such as the 4-H Clubs and Boys & Girls Clubs of America, serving military youth in off-base communities through recreation and sports programs, as well as through before and after school care programs.

## **2. Availability of Information**

### **b. Recommendations**

**i. DACOWITS recommends that the official chain of command be emphasized as the primary source of information on deployment timetables and support services, and that this information be repeatedly disseminated on a timely basis by all available means to military and family members to reduce the opportunity for misinformation.**

The official chain of command has always been emphasized in communicating with both military members and concerned family members. Unfortunately, this doesn't prevent information from being relayed informally (media, neighborhood get-togethers, etc.) However, the Air Force makes every effort to keep military members and families informed of the "official" Air Force position on a variety of issues and up-to-date information regarding military member status. Some efforts which help get the word out are such forums as Base Newcomer Orientation and Familiarization, local base TV and radio, Town Hall Meetings held in the evenings for ease of family attendance, the Heart-Link program, squadron family days, picnics, and other events which include family members. Many bases also offer family member deployment lines where family members go through the processing line to learn what deployments involve. There's an opportunity to watch videos from deployed members, try on chemical warfare suits, and get an idea of what a "tent city" looks like.

The Heart-Link program was established for new military spouses (described as less than five years married to a military member) to familiarize them with entitlements, meanings of acronyms, understanding Air and Space Expeditionary Forces (AEF) and deployments, base agencies available for their assistance (support services) and an opportunity to meet their spouses' chain of command (with their spouses, if available.) It also gives spouses a "support group" of those in a similar situation and provides a network of people to call upon if needed. When available, the military member is encouraged to attend as well in order to further expand on the information for clarity.

## **3. Access to Support Services**

### **b. Recommendations**

**i. DACOWITS recommends that the Services investigate more effective ways to communicate information about, and encourage the use of, support services, particularly to junior enlisted personnel and families who live off base.**

The Air Force will continue to investigate more effective ways to communicate information about, and encourage the use of support services with an emphasis on junior enlisted personnel and families residing off base. Air Force base support agencies currently make every effort to reach this population. Our data shows junior enlisted families and families residing off base tend to prefer accessing websites or email versus attending formalized programs. Family Support Centers (FSCs) are strategically responding to the increasing demand for Internet use as a primary information source for reaching young people and families residing off base in addition to the traditional marketing approaches. FSCs rely heavily on the use of email and various websites such as AF One Source and AFCrossroads to market programs and provide support. AF One Source, an OSD funded program, was implemented 1 Feb 04.

AF military members, to include Guard and Reserve, and respective family members can call the 1-800 number or contact AF One Source via the website 24-7. AF One Source is an extension of the FSC Information and Referral Service. Its consultants provide support on various life issues, such as relocation, employment, parenting, relationships, stress, finance, and childcare. AF One Source February statistics reflect 62% of the 143 AF cases created by their consultants involved AF individuals/family members living off base. This percentage does not include those accessing the web or those individuals just provided general information.

AFCrossroads can be accessed via the web as well. It provides individuals information on relocation, education, family life, teens and youth, casualty and loss. It also offers a spouses forum chat room where spouses can connect with other spouses. FSCs continue to offer well-attended formal programs but have also adapted to less formal ways of communicating and are reporting positive results. The Family Matters Operations Branch, Air Force Personnel Center, conducted a recent survey to determine successful means of reaching family members. FSCs identified email, spouse phone trees, and FSC phone contact as the most successful means. Communication has actually increased as a result of email and web site use because FSCs are now able to reach customers that show little or no interest in formalized programs.

Installations send personal invites to new military spouses under the auspice of the Heart Link program. Spouses are provided information on formal installation programs, entitlements and military acronyms. They are also afforded the opportunity to meet other spouses.

**ii. DACOWITS recommends that activated Guard and Reserve Service members and their families be given immediate access to all services for which they are eligible (e.g., DEERS registration, exchanges, and commissaries).**

Formal military support programs are readily available at active duty, Guard, and Reserve installations. Families of Reserve personnel are offered immediate FSC services but because the majority live more than 50 miles away from an installation, some families find it difficult to attend formal military support programs. The AF National Guard Family Program has adapted measures to support their geographically dispersed families. There is a State Family Program

Coordinator in each state and territory to oversee delivery of services and training to all family members. Coordinators oversee over 400 Family Assistance Centers that provide formal programs for all. Families are included in programs just as active duty family members are. Both the Guard and Reserve recognize the need to support families with formal programs and do an excellent job of reaching families at a distance. According to a recent survey of FSCs, email, phone calls and websites such as Guard family, AFRC public website, AF One Source, and AFCrossroads assist in providing information to families. AF One Source statistics for February 2004 show 338 Air National Guard and 203 Air Force Reserve members/family members accessed AF One Source support. These resources and innovative new programs allow more communication with families than ever before.

During the mobilization process, the Air Force Reserve Command ensures its members and their families are properly enrolled into the DEERS system to access TRICARE medical entitlements. During our monthly contacts with our member's families, our FSOs ensure members are aware of all the services available to them. More services are made available during the activation period along with the existing access to the commissary and BX.

The Air Force Reserve currently is comparable to the active force with regards to Entitlements and Benefits, except in cases governed by the law. The Air Force Reserve has similar benefit eligibility as the active component in various areas: full access to commissaries, Base Exchanges, and MWR services. Reserve members have both the GI-Bill and Tuition Assistance benefit but they differ slightly from the active component based on funding.

There are certain cases where the Reserve is different from the active component (active duty pay and entitlements are geared more to 2417). By law, reserve members are limited to 1/30 pay for period of duty in the following areas: Hazardous Duty Incentive Pay (HDIP), Aviation Career Incentive Pay (ACIP), Career Enlisted Flyers Incentive Pay (CEFIP), and Foreign Language Proficiency Pay (FLPP).

Differences exist between the Reserve and the active component based on the law and the member's current duty status, i.e. active duty for training or mobilization.

The Air Force Reserve Command (AFRC) charges the Reserve Family Support Officer (FSO) with the responsibility to contact families of mobilized/deployed reservists on a monthly basis and to meet returning reservists. This practice is necessary to meet the needs of reserve families since the unit commander and/or first sergeant are not mobilized or on active duty in all cases and reserve families are scattered across the US. AFRC FSOs also use volunteers to assist with surges in workload. The Air Force Reserve is a community-based organization and since most of our members have civilian jobs along with their Reserve duties, the support services needs may differ from those of the active component to include our junior enlisted personnel and their families living in the community.

AFRC currently has 21 full-time Reserve Family Support Directors at AFRC stand-alone bases and large associate units. All reserve family support offices are augmented by traditional reserve 8COOO resources to assist family support directors and liaisons with family preparedness prior to activation/mobilization/deployment. AFRC fully recognizes the absence of full-time reserve

family support directors at 18 tenant support units (smaller associate units) where the family support full-time point of contact is performed as an additional duty by a family support liaison.

While this situation does not provide optimum service to reserve families, AFRC currently fills this servicing gap with volunteers and 1-800 access to the reserve family support offices. The additional capability offered by Air Force ONE SOURCE provides vast potential for filling any information and referral needs at these locations in addition to robusting services to reserve families command wide. At present, the AFRC Family Matters office is publicizing this capability through command channels, the Command Volunteer Advisory Council and family support offices. Additionally, the Command's Volunteer Advisory Council addresses gaps in service to reserve families through an active network to secure volunteers to assist where needed.

During the mobilization process, the Air Force Reserve Command ensures that its members and their families are properly enrolled into the DEERS system to access TRICARE medical entitlements. During our monthly contacts with our member's families, our FSOs ensure that the members are aware of all the services available to them. More services are made available during the activation period along with the existing access to the commissary and BX.

#### **4. Response to PERSTEMPO/OPTEMPO**

##### **b. Recommendation**

**DACOWITS recommends that, when possible, greater predictability be integrated into the deployment process.**

The Air Expeditionary Force construct was developed with a "deployment timetable" in mind. In a steady-state environment, an Airman is typically "home" at their assigned location for 12 months out of the 15-month cycle (though there may be occasional TDYs for upgrade training, professional military education, medical assistance, etc.). During this 12 months at "home", Airmen should be increasing technical skills, learning supervisory skills as they advance in rank, and ideally during this time, family life is relatively stable. During the next 3 months of this 15-month cycle, Airman are either deployed or bags packed and ready to go, with all the applicable training completed so they can do their wartime mission in a deployed environment. Upon redeployment, the cycle begins again with reconstitution, additional training and attending to family needs. Again, this is the ideal steady-state situation.

During early 2003, the Air Force was heavily involved in Operations IRAQI FREEDOM and ENDURING FREEDOM. Because of the implementation of the AEF construct and the establishment of deployment cycles, we were able to manage heavy operational commitments and Estimated Extended Tour Length changes for OIF in a systematic way-something that couldn't have happened in the past. In other words, the AEF structure actually helped preserve predictability during major contingency operations. From an Air Force perspective, it worked exactly as designed but simply due to the unpredictability of war, many troops were "frozen in place" and therefore, gone much longer than 3 months. Others were asked to report earlier than their predictable time in the 15-month cycle in order to ensure the Air Force had the right capabilities in place. As requirements decreased for these major operations, we redeployed members home as quickly as safely possible and were able to reconstitute most members so that



they were back to the AEF rhythm by Mar 04. A small percentage is not yet fully reconstituted but we anticipate their full recovery by Mar 05.

## **C. WOMEN'S HEALTH CARE ISSUES**

### **3. Access to *OB/GYN* Care**

#### **b. Recommendations**

**ii. DACOWITS recommends that information on the above policies and practices, and the benefits of early access to *OB/GYN* care, be given to all military personnel, especially those in leadership positions, through regular mandatory briefings on family planning, pregnancy, physiological changes, advisable health care regimens, and job performance expectations of pregnant personnel.**

The Air Force supports these recommendations and seeks to address them through many forums. The Major Command, Family Centered Care teleconferences is the mechanism utilized for education dissemination and for feedback on efforts to address these *OB/GYN* care concerns. The Population Health Working Group educates patients on many specific concerns, to include pre-pregnancy counseling and education at the medical provider level. A January 2004 Policy letter has mandated the establishment of an Obstetrical Family Centered Care Advisory Panel (focus groups) at all medical facilities. The policy letter includes the New Parent Support Program and the Chief of the Medical Staff to coordinate on delivery of maternal fetal services. The Health Care Advisory Council, weekly wing and group stand ups, and monthly Aeromedical Briefings to line units are all mandated forums where medical education and information is disseminated to the non-medical leadership and beneficiaries. Our medical profiles system completes an expeditious on site workplace review to maximize maternal-fetal protection. This profile is provided to the commander with general and specific recommendations for the pregnant service member.

**iv. DACOWITS recommends the wide dissemination of and education on the policies related to job assignment, duties, and responsibilities of pregnant service members.**

Once again, the Air Force concurs with this recommendation and therefore, a talking paper relating to this concern has recently been disseminated to Major Command Medical Operation Chiefs to be utilized in the above-mentioned forums.

## TALKING PAPER

### ON

## AF SEXUAL HARASSMENT PREVENTION TRAINING

### - Historical Information:

- 1972: Human Relations Education (HRE) program created
- Early 1980: USAF policy and definition published; began tracking sexual harassment complaints Feb 80
- May 82: AF led the Services by becoming first Service to institute Sexual Harassment Awareness Education (SHAE) classes for all military personnel
- July 92, CSAF directed a review of Equal Opportunity and sexual harassment programs (policies, trends, education and training)
- July 92, SecAF directed review of sexual harassment, sexual assault and rape policies, procedures, and all regulations to ensure they were gender neutral and bias-free
- Mar 94, SecAF directed the Defense Equal Opportunity Management Institute (DEOMI) develop special seminars/briefings for senior-level military and civilian leadership including a mandatory 2-day program for new senior leaders
- Feb 95: SECAF and CSAF directed the development of AFPAM 36-2705, Discrimination and Sexual Harassment, for distribution to all Air Force personnel
- Mar 95: CSAF mandated four-hour EO-2000 Awareness training for all AF personnel, including a block of instruction concerning Sexual Harassment
- Nov 95: SecAF/CSAF message to all MAJCOMs, entitled Command Responsibilities, stated, "Any conduct, in any unit, which creates a disadvantage based on race, ethnicity, or gender will not be tolerated"
- Oct 96: SECAF approved the revised AFI 36-2706, Military Equal Opportunity and Treatment (EOT) program; published Dec 96
  - AFI fully implements Defense Equal Opportunity Council (DEOC) Task Force on Discrimination and Sexual Harassment recommendations
  - Some DEOC recommendations follow:
    - Require periodic climate assessments

- Hold senior officials accountable for EO program
- Require career life-cycle EO training
- Ensure chain of command remains an integral part of the EO process
- Improves existing EOT programs (reprisal, feedback, appeal process, timeliness)
- FY96: Trained approximately 120 new Equal Opportunity and Treatment (EOT) Advisors (military and civilian) at the DEOMI resident course
- Oct 96: Published a "People First" article on the requirement for each AF person to become familiar with and have a copy of AFPAM 36-2705; directed our AF Social Actions offices to brief this requirement at wing staff meetings; announcement placed in the AF Publication Bulletin informing everyone about this requirement
- Ensured commander training courses include EO/Sexual harassment training

#### -CURRENT SEXUALHARASSMENT TRAINING

- Human Relations Education
  - First Duty Station Training - a five-hour course that includes sexual harassment prevention and reporting
  - Newcomers' Briefing - a one-hour briefing that updates sexual harassment reporting procedure information
  - Key personnel briefing conducted by MEO office with all incoming unit commanders and key leaders includes information on sexual harassment cases as well as prevention
  - Sexual Harassment Prevention information included at Commanders' Calls
- Professional Military Education
  - Basic Military Training (BMT) includes rape prevention and awareness and how to report incidents
  - Air Force Reserve Officer Training Course (AFROTC) includes AF sexual harassment policy, sexual assault prevention and awareness and reporting procedures
  - Officer Training School (OTS) includes sexual harassment/assault prevention and awareness training at numerous milestones throughout the curriculum

- Squadron Officer School (SOS) includes sexual harassment/assault prevention and awareness training
- Air Command and Staff College (ACSC) includes sexual harassment/assault prevention and awareness training
- Airmen Leadership School (ALS) includes sexual harassment/assault prevention and awareness training
- Non-Commissioned Officer Academy (NCOA) includes sexual harassment/assault prevention and awareness training
- Senior NCO Academy (SNCOA) includes sexual harassment/assault prevention and awareness training
- Area of Operations (AOR) Pre-deployment Briefing to commanders addresses sexual harassment/assault prevention and reporting procedures

TALKING PAPER  
ON  
2002 SEXUAL HARASSMENT SURVEY

- The following provides an overview of AF results of the 2002 Workplace and Genders Survey conducted by the Defense Manpower Data Center (DMDC)
- DISCUSSION:
  - The 2002 survey indicates AF women experienced lowest rates of sexual harassment (18%) among Services; 1995, rate was 40%
    - AF sexual harassment complaints dropped from 350 in 1995 to 37 formal complaint reports in 2002
    - Also, AF improved MEO complaint process for resolving sexual harassment complaints, through an informal complaint process with commanders working issues
  - AF women experienced sexist behavior at rates below other Services with complaints declining from 59% in 1995 to 40% in 2002. AF MEO data indicates 111 sex discrimination complaints filed in 1995 and only 16 in 2002
    - Gender related (sex discrimination) complaints for AF women (e.g. evaluations, assignments and related issues) reported lower rates than other Services
  - 2002 survey indicates AF members (69% women and 78% men) believe senior leaders were making honest/reasonable efforts to curtail/prevent sexual harassment
    - This represents an improvement over the 1995 survey when only 51 % of women believed senior leaders made a reasonable effort to stop sexual harassment. In 2002, 70% of women and 78% of men agreed senior installation leadership made reasonable efforts to stop sexual harassment
    - 1995 survey showed only 61 % of women agreed their immediate supervisor made reasonable efforts to stop sexual harassment, and in 2002, data improved to 73% for women and 78% for men
  - Overall, based on DMDC survey results, AF members reported sexual harassment and sex discrimination complaints at lower rate than previous years
- CONCLUSION: Data contained in 2002 Workplace and Gender Survey indicates AF sexual harassment rates decreased significantly since last survey conducted in 1995. Although AF incidents of sexual harassment have decreased, senior leaders, commanders and supervisors must remain vigilant, and ensure strategies are in place to minimize future occurrences of sexual harassment

## Review of Female Retention in Response to the DACOWITS 2003 Report

We have reviewed female retention and note there are differences between gender retention. Generally, female retention is consistently less than their male counterparts. When female officer retention was studied, a noted difference is most significant in United States Air Force Academy (USAFA) graduating rated females. Officer Training School (OTS) graduates reflect the highest retention ratios. However, OTS is comprised of a large percentage of prior-enlisted members and their retention behavior is different since they may retire with less than 20 years of commissioned years of service. Recent analysis of officer retention by gender and source of commission is attached for your review.

Regarding enlisted retention, first-term females tend to retain slightly higher than their male counterparts while second-term and career females retain slightly lower. This trend has remained historically consistent.

Retention surveys validate concerns that many separating Airmen find the Air Force incompatible with their spouse's career and resulting lack of job choices. The Air Force is committed to finding ways to reduce these stress inducers. The demands we face in the world today and those we anticipate in the foreseeable future, require an air and space expeditionary force of the very best people our nation has to offer. Developing this cadre of professional Airmen and defending our nation, requires us to seek out and employ talented people from every corner of our society.

We are committed to developing Airman to their fullest potential. It is a performance-based strategy, fostered by Air Force leaders to leverage the unique qualities of all of our members. Secretary of the Air Force, Dr. James Roche recently spoke to the "Women in Aviation" forum and said, "This is not a quota system by another name, or an attempt to correct a historical wrong. On the contrary, in the Air Force, we are committed to diversity of gender, culture, thought, creativity, education, and problem solving skills. We value diversity for the wealth of insight, perspective, and skill it provides the Air Force, while enabling us to remain a unified force that achieves common goals and objectives. Fundamentally, our focus on diversity is about achieving mission excellence, and sustaining the air and space dominance we enjoy today."

He continues, "We find that the principal source of our Air Force's long-term success is our dedication to developing Airmen. It is one of our three Core Competencies, and is at the heart of our combat capability. We develop and mentor all of our Airmen, ensuring that when asked, they are prepared to do the mission. Without a genuine focus on developing professional Airmen and capitalizing on the diverse talents they bring to our service, our ability to fully realize mission excellence could be jeopardized."

We will continue to monitor trends, analyze retention indicators, enhance personnel support functions, and support mentorship of all Airmen to help them formulate their priorities before they need decide whether or not to "Stay in the Blue."

Found below is the AFPOA analysis on gender and source of commission officer retention.

**Air Force Personnel Operations Agency**  
**Analysis of the Impact of Gender and Source of Commission**  
**on Officer Retention**

**Question to analyze**

Is there an apparent difference in officer retention due to gender, or source of commissioning (SOC), or by aero-rating?

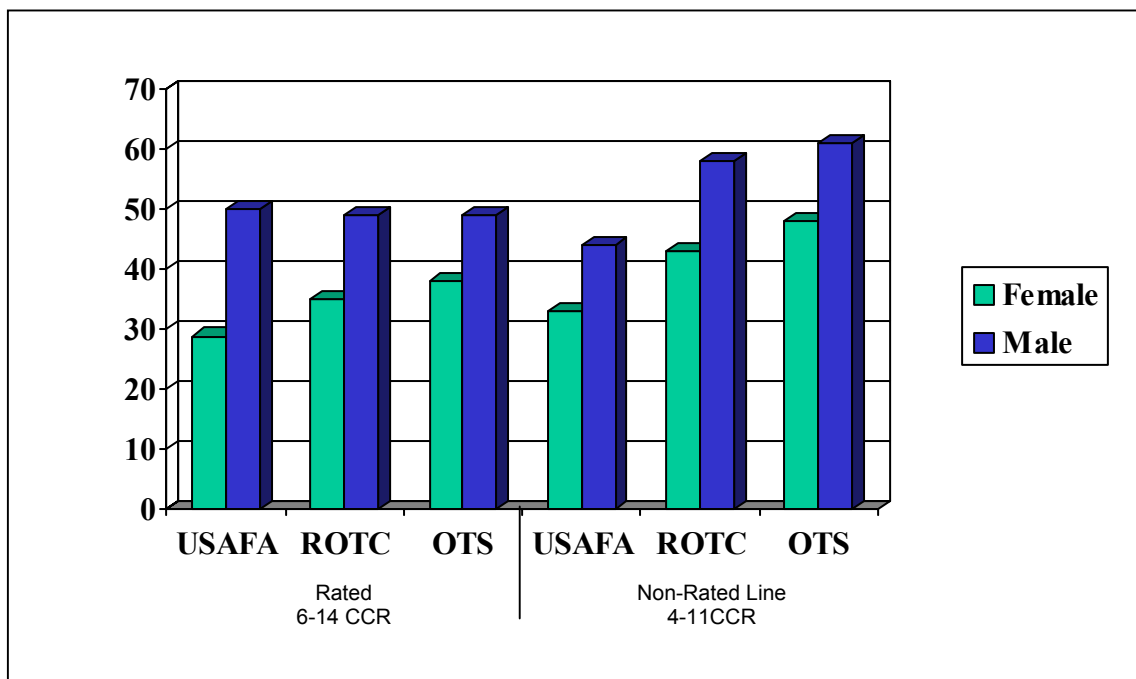
**Short Answer**

The effect of gender is difficult to answer because there are relatively few women in each SOC. Smaller numbers in each year group mean a less accurate estimate of the underlying retention behavior. Overall, there does appear to be a difference in retention depending on rated/non-rated, gender, and Soc.

**General Analysis**

The following chart shows the average retention behavior over the last 10 years by rated/non-rated, gender, and SOC. We use Cumulative Continuation Rate (CCR) as the measure of retention. CCR indicates the percentage of officers entering their 4th or 6th year of service that will complete 11 or 14 years of service given existing retention rates. A 60 percent CCR for Airmen in the 4-11 year group means that for every 100 Airmen entering the 4th year of commissioned service, 60 would complete the 11th year, if current retention rates persist. Rated CCRs use 6-14 years because longer active duty service commitments delay their first opportunity to leave the AF.

### Retention 94-03

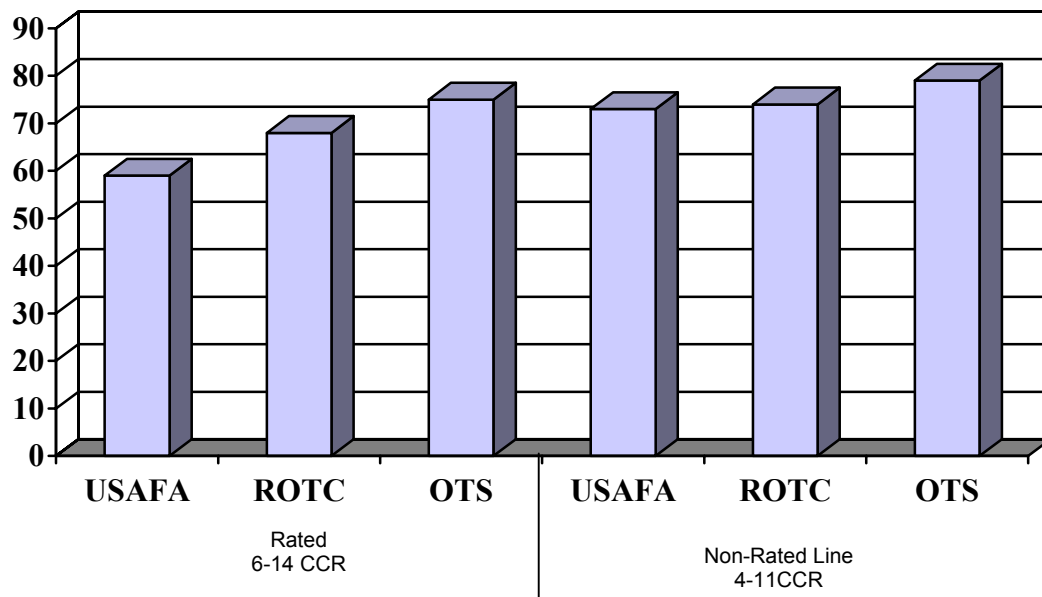


Notice that the female CCRs are smaller than the Male CCRs for rated and non-rated and for all sacs. This chart clearly indicates that female retention is consistently lower than male retention. It also indicates that USAF A retention is lower than ROTC and OTS for non-rated for the given time period. This chart shows that the male USAF A rated retention is about the same as ROTC and OTS. This is a little deceiving. USAF A pilots retain better than non-USAF A pilots. Navigators retain better than pilots and ROTC and OTS produce a disproportionate number of navigators compared to pilots and so the average rated retention ends up being about the same.

If we take the ratio of the female retention CCR divided by the male retention CCR for the six groups in the above chart, we get a measure of the relative retention of females to their male counterparts. This data is presented below:



### Female Retention to Male Retention



Female retention is consistently less than their male counterparts. The difference is most significant in USAF A rated females. The OTS ratios are the highest but one must remember that OTS graduates a large percentage of prior enlisted and their retention behavior is different because they can retire with less than 20 years of commissioned years of service.

Overall, differences exist in retention by SOC and gender but the true impact of those differences is still uncertain.

## TALKING PAPER

### ON

#### FIRST TRIMESTER HEALTH CARE FOR PREGNANT SERVICE MEMBERS

- Air Force Medical Service (AFMS) provides comprehensive first trimester health care for service members and beneficiaries
  - Adhere to 1996 Newborns' and Mothers' Health Protection Act, Occupational Health and Safety Administration (OSHA) and National Institute for Occupational Safety and Health standards and recommendations
- Duty restrictions balance medical needs and member's right to participate in unit functions; utmost care is provided to reduce occupational risks
  - A standard profile is performed after a positive pregnancy test
    - Member is taken off of mobility status until 4 months post partum
    - Wearing of certain military gear and general duty performance restrictions applied
  - Bioenvironmental Engineer accomplishes an expedient occupational workplace survey to assess for any risks or exposures for the fetus or mother
    - Workplace specific profiles are generated after survey
- Obstetrical (OB) care is healthcare priority for AFMS
  - ~10% increase in deliveries seen within AFMS facilities in 2003
  - 50% of 12,000 AFMS deliveries are performed in Air Force facilities
    - Care is coordinated for the rest in civilian or other military hospitals
    - \$8M allotted for OB Specialty Care Optimization in 2003; improved support staffing
  - Implemented DoD Uncomplicated Pregnancy Clinical Practice Guideline
    - Decreased physician practice variability; increased patient satisfaction
    - Required 1<sup>st</sup> visit with nurse at 6-8 weeks, 1<sup>st</sup> provider visit at 10-12 weeks
  - Developed award winning interactive educational CD-ROM, **Spring Garden**; answers common questions about pregnancy changes, labor & delivery and newborn care

- Over 10,000 distributed; frequently given with prenatal vitamins pick-up
- Developed new policy on repeat cesarean sections; improved in-house emergency response
- Adhere to all American College of Obstetricians and Gynecology guidance and policies
- All pregnant women are referred to New Parent Support Program for educational, nutritional, parental counseling
- Referrals made to Womens Infants and Children (WIC) programs CONUS and OCONUS
- Leader in DoD Family Centered Care Initiatives
- Several AFMS facilities noted for best practices, in particular, depression screening
- Provide individualized first trimester education at >90% of MTFs with OB care; make follow up appointments at time of visit >90% of facilities
- Participated in National Perinatal Information Center survey that benchmarked DoD and civilian facilities
- AF obstetrical and neonatal care met or exceeded outcome metrics

# **Department of Defense Reserve Affairs (RA) Reponse to the 2003 DACOWITS Report**





ASSISTANT SECRETARY OF DEFENSE  
1500 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1200

APR 16 2004

RESERVE AFFAIRS

MEMORANDUM FOR PRINCIPAL DEPUTY UNDER SECRETARY OF  
DEFENSE FOR PERSONNEL AND READINESS

SUBJECT: Defense Department Advisory Committee on Women in the Services  
(DACOWITS) 2003 Report

Thank you for the opportunity to review the Defense Department Advisory Committee on Women in the Services 2003 Report. The report addresses many issues that are of concern to Service members and the families of our total force military.

In general, we concur with the report and are pleased to see that members of the Guard and Reserve are included in the research conducted by the Committee. Responses to specific recommendations are attached.

My point of contact for this action is Colonel James L. Scott, who may be reached at 703-693-7487.

*Signed*  
T. F. Hall

Attachment:  
As stated

## Responses to Specific Recommendations

**Recommendation A.1.b.** "DACQWITS recommends that benefit eligibility for Guard and Reserve members and families during activation be consistent with the benefit eligibility of active component members and their families, both CONUS and OCONUS."

**Response:** Concur. The Department has been consistent in advocating a total force military and promoting quality of Service for members of the Guard and Reserve that is equitable with the active component. When a member of the Reserve components is activated, they are on active duty and they, and their families, receive the same benefits as full-time active component members.

**Recommendation B.3.b.ii.** "DACOWITS recommends that activated Guard and Reserve Service members and their families be given immediate access to all services for which they are eligible (e.g., DEERS registration, exchanges, and commissaries)."

**Response:** Concur. Activated Guard and Reserve members, and their families, are given the same access as active component members and families. Ideally, RC families are registered in DEERS prior to activation. RC members and families also have full access to commissaries and exchanges. The primary hindrance to accessing services is not restrictions on Reservists, but geography. Many Guard and Reserve members and families simply live farther away from available services.

**Recommendation B.4.b.** "DACOWITS recommends that, when possible, greater predictability be built into the deployment process."

**Response:** Concur. The Department and all its Service components understand the need for predictability when calling up Reserve forces, and support efforts to provide as much notice and predictability as possible. Written Departmental guidance to the Military Services has specifically emphasized timely notification and predictability - establishing a goal of providing orders to members 30 days prior to mobilization and 90 days prior to demobilization - to facilitate members' dealings with employers, family and other issues. The issuing of timely orders and predictability are elements of properly managing member expectations, a major area of emphasis. With the new provisions of the FY04 National Defense Authorization Act providing enhanced medical coverage for Reserve members being mobilized, and their families, even earlier notice is being achieved. However, we also realize that meeting mission requirements takes precedence.

**Recommendation D.2.** "DACOWITS recommends that the Department provide guidance to the Services to maintain relevant standardized data for effective personnel policy."

**Response:** Concur. Standardized data is required to support data interoperability across the DoD enterprise. DoD 8320.1-M-I, "Data Standardization Procedures" is the guide for DoD data processes. The Defense Data Dictionary System is a repository provided by the Defense Information System Agency that contains standardized data, values and definitions across DoD departments. The Defense Integrated Military Human Resource System (DIMHRS) is the future integrated personnel and pay system for all DoD

components. Legacy system data will be converted to standard data formats when imported into the DIMHRS (Personnel/Pay) corporate data environment. Initial Operating Capability is targeted for Nov of 2006.

**DEPARTMENT OF  
THE ARMY**  
**Response to the 2003  
DACOWITS Report**







**DEPARTMENT OF THE ARMY**  
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1 300  
ARMY PENTAGON WASHINGTON DC 20310-0300



DAPE-HRP-IRP

**MEMORANDUM THRU ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND  
RESERVE AFFAIRS)**

**FOR PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE (PERSONNEL AND  
READINESS)**

**SUBJECT: U.S. Army Response to Defense Department Advisory Committee on  
Women in the Services (DACOWITS) Annual Report for Fiscal Year (FY) 2003**

On behalf of the Army, I acknowledge with great interest and appreciation the findings and recommendations of the DACOWITS 2003 Report. The DACOWITS observations and insights in this year's report are especially timely as they portray our Army's full transition from peace-time to war-time posture. Our specific responses to the recommendations are enclosed.

In addition to the combat operations in Iraq and Afghanistan, our Army is fully engaged in operations in defense of the homeland, in Europe and Korea, and elsewhere in the world. We deployed overseas approximately two-thirds of our active and reserve combat formations last year and expect to continue that trend in this current year. These deployments constitute the largest movement of Army troops since World War II and produce corresponding stress to our Soldiers and their families.

In recognition of this situation, and with the support of our Defense and Congressional leaders, the Army developed a series of initiatives. The first initiative involves the deliberate and programmed "resetting" of the forces returning from combat operations to a standard higher than before their deployment. Other efforts include realignment of Active and Reserve Component units and capabilities, to meet global commitments in a better posture; Force Stabilization, to improve readiness and reduce personnel turbulence; and the reorganization of Army units into more modular and capability-based organizations, to allow the Army to sustain a predictable rotation cycle.

Throughout our planning and programming, we know our readiness is linked to the well being of our people. People-Soldiers, civilians, family members, and retirees are the heart and soul of the Army. The Army Family, for both the Active and Reserve Component, is a force multiplier and provides the foundation to sustain our warrior culture. Many financial improvements were implemented this year, including the retention and increase of Imminent Danger Pay, Family Separation Allowance, and a

DAPE-HRP-IRP

SUBJECT: U.S. Army Response to Defense Department Advisory Committee on Women in the Services (DACOWITS) Annual Report for Fiscal Year (FY) 2003

sizable pay raise. Other key well-being initiatives include the Spousal Employment Partnership, new TRICARE policies for the reserve components, Disabled Soldier Support System, the Rest and Recuperation Leave Program, and improvements in barracks and family housing.

We must recruit and retain Soldiers who seek to serve our Nation, have the endurance and commitment to stay the course, and are warriors-confident, adaptive and competent to handle the full complexity of 21st century warfare. While we do not know at this time the net effect the high operational pace will have on our future recruiting and retention, we emplaced incentives such as the Enlistment Bonus Program, The Army College Fund and the Loan Repayment Program. Significantly, Selective Reenlistment Bonuses, such as the Present Duty Assignment Bonus and the Theater Selective Reenlistment Bonus, which are intended to enhance unit stability, have helped us realize our retention successes thus far.

As our Army continues to fight the current war as well as transform towards our future, we focus on two core competencies: training and equipping Soldiers and growing leaders; and providing relevant and ready land power to Combatant Commanders as part of the Joint Force. We fully appreciate DACOWITS role in monitoring the effects of our Army's policy changes on military readiness regarding military women and families as they undergo organizational transformation and deployment to support the strategic security needs of the United States.

Enclosures (2)

F. L. HAGENBECK  
Lieutenant General, GS  
Deputy Chief of Staff, G-1

### Specific Recommendations and Responses

DACOWITS recommends...

Recommendation	Comments	Contact Information
<b>A.2.b.i.</b>	On 9 February 2004, the Army announced the Force Stabilization	<a href="https://www.Stabilization.armv.mil">https://www.Stabilization.armv.mil</a>
<i>...that the Department and</i>	initiative. While the primary goal of stabilizing Soldiers is to increase	
<i>Services continue to explore</i>	the readiness of their units for national security requirements, that	<a href="http://www.armv.mil/thewaveahead/foreword.html">http://www.armv.mil/thewaveahead/foreword.html</a>
<i>additional options that affect</i>	stabilization also supports Well-Being for Soldiers and their family	
<i>personal/family time, which</i>	members, according to officials. Soldiers assigned under unit-focused	
<i>may include those contained</i>	stability will serve in a unit for the duration of the unit's operational	
<i>in the forthcoming RAND</i>	cycle of about 36 months. During this time, they can expect to	
<i>Return on Investment Study</i>	complete an operational deployment or rotation of six to 12 months.	
<i>on military leave programs.</i>		
	The 2004 RAND study proposals are among several initiatives the	
	Army continues to consider in order to mitigate the rotational	
	deployment stress on personal/family time.	
<b>A.2.b.ii.</b>	The Army is interested in the formal evaluation of the Coast Guard	Noted.
<i>...that the personal and family</i>	"Care for Newborn Children and Temporary Separation" program in	
<i>leave programs instituted by</i>	order to determine relevancy to Army personnel.	
<i>the Coast Guard (i.e., Care</i>		
<i>for Newborn Children and</i>		
<i>Temporary Separation</i>		
<i>programs) and contemplated</i>		
<i>by the Navy be evaluated as</i>		
<i>soon as possible for their</i>		
<i>impact on retention...</i>		
<b>A.3.b.</b>	The Army's Military Equal Opportunity and Prevention of Sexual	AR 600-20, Army Command Policy
<i>...that commanders continue</i>	Harassment Programs, as articulated in Army Regulation (AR) 600-20,	
<i>efforts to ensure that the work</i>	formulates, directs, and sustains a comprehensive effort to maximize	<a href="http://ppt.armystudyGuide.com">http://ppt.armystudyGuide.com</a>
<i>environment is neither hostile</i>	human potential and to ensure fair treatment for all persons based	
<i>nor discriminatory and is</i>	solely on merit, fitness, and capability in support of readiness. The	
<i>conducive to optimal</i>	Army's philosophy is based on fairness, justice, and equity. All	
<i>utilization and retention of</i>	commanders are responsible for sustaining a positive equal	
<i>highly qualified female</i>	opportunity climate within their units.	
<i>officers.</i>		

Recommendation	Comments	Contact Information
<b>B.1.b.ii.</b>	The Army remains integrated with the Department of Defense	<a href="http://www.mfrc-dodaol.ora/MCY/">http://www.mfrc-dodaol.ora/MCY/</a>
<i>...that the Services address the need for greater child care availability during times of increased</i>	programs for children and youth, especially during deployments.	
<i>OPTEMPO/PERSTEMPO.</i>		
<b>B.2.b.i.</b>	The Army publishes and implements the Department of the Army	DA Pam 608-47, A Guide to Establishing Family
<i>...that the official chain of commander be emphasized as the primary source of information on deployment umerobsandsupport services, andthatthh information be repeatedly disseminated on a timely basis by all available means to military and family members to reduce the opportunity for misinformation.</i>	Pamphlet (DAP) 608-47, A Guide to Establishing Family Support Groups (FSGs). Within the guidelines of DAP 608-47, many local and/or regional commands, installations, States, and other organizations develop materials suitable for their own unique circumstances. A key component to the success of the FSGs is the open and continuous communication between the FSG leadership and the commanders.	Support Groups
		<a href="http://www.braqq.armv.mil/mwr">http://www.braqq.armv.mil/mwr</a>
		<a href="http://www.wblo.org/home.asp">http://www.wblo.org/home.asp</a>
	The increasing availability of rapid communications technology (Le., Internet) provides both a challenge as well as opportunity to the FSGs and commanders. The possibility that misleading or otherwise inaccurate information can be quickly disseminated external to command channels is very real. However, the FSGs, commanders, and other Army or military-related organizations also promulgate accurate and timely information through web-based information services. In addition, the use of the web-base technology increases the access to information beyond the installation footprint and into the homes and communities of parents and other concerned individuals.	
<b>B.3.b.i.</b>	See above.	<a href="http://www.hooah4health.com/deployment">www.hooah4health.com/deployent</a>
<i>...that the Services investigate more effecuve ways to communicate information about, and encourage use f, support services, particularly to junior enlisted personnel and families who live off base.</i>		<a href="http://www.wblo.org/home.asp">http://www.wblo.org/home.asp</a>
<b>B.3.b.ii.</b>	On 24 November 2003, the Department of Defense announced that	<a href="http://deploymentlink.osd.mil">http://deploymentlink.osd.mil</a>
<i>...that the activated Guard and Reserve Service members and their families be given immediate access to all services for which they are eligible. . .</i>	with the president's signing of the National Defense Authorization Act for Fiscal Year 2004, the Reserve and Guard members and their dependents are permitted unlimited access to commissary stores within specific categories. The Army supports Department of Defense efforts to improve and enhance the benefits to all our military and civilian members.	

Recommendation	Comments	Contact Information
<p><b>B.4.b.</b>  <i>...that, when possible, greater predictability be integrated into the deployment process.</i></p>	<p>The Army's Deployment Cycle Support (DCS) is a commanders program supporting reintegration of Soldiers, DA Civilians and family members into pre-conflict environments. DCS is executed in-Theater/AOR (AC/RC) as well as at Demobilization Stations (RC) and Home Stations (AC/RC). The program conducts redeployment, post-deployment and reconstitution phase personnel operations for all personnel deployed in order to reintroduce Army personnel into pre-conflict environments to facilitate reconstitution of families, soldiers and deployed civilians individuals lives, and the force.</p>	<p><a href="http://www.armyg1.army.mil/WellBeing">http://www.armyg1.army.mil/WellBeing</a></p>
<p><b>C.3.b.ii.</b>  <i>...that information on the above policies and practices [regarding pregnant service members), and the benefits of early access to OB/GYN care, be given to all military personnel, especially those in leadership positions, through regular mandatory briefings...</i></p>	<p>The Army publishes and makes available to all leaders and Soldiers the <b>Leader's Guide to Female Soldier Readiness</b> and <b>Soldier's Guide to Female Soldier Readiness</b>, both updated March 2003. The goal of these handbooks are to enable leaders to get the most out of a growing area of resource; the female soldier.</p> <p>These handbooks cover the areas that are usually not clear in policy because of the individual-specific requirements, such as pregnancy profiles, exercise during pregnancy, field needs of females, and preventive measures for the barracks environment. They are available at medical treatment facilities, commander/leader training, and downloadable from the Web.</p>	<p><a href="http://www.hooah4health.com/deployment">www.hooah4health.com/deployment</a></p>
<p><b>C.3.b.iv.</b>  <i>...the wide dissemination of and education on the policies related to job assignment, duties, and responsibilities of pregnant Service members.</i></p>	<p>See above.</p>	<p><a href="http://www.hooah4health.com/deployment">www.hooah4health.com/deployment</a></p>

**Department of Defense  
Health Affairs  
Response to the 2003  
DACOWITS Report**





THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-1200

HEALTH AFFAIRS

MAY 19 2004


MEMORANDUM FOR DEFENSE DEPARTMENT ADVISORY COMMITTEE  
ON WOMEN IN THE SERVICES

SUBJECT: Department of Defense-Health Affairs Response to the Defense  
Department Advisory Committee on Women in the Services  
2003 Report

This memorandum serves as our response to the 2003 Defense Department Advisory Committee on Women in the Services (DACOWITS) Report's specific recommendations pertaining to healthcare issues. Attached please find the DACOWITS recommendations and the Department of Defense (DoD) responses.

I appreciate the time and energy the Committee has put forth to make installation visits, speak with military members and their family members, look into their concerns, and make recommendations. I also appreciate DACOWITS' ongoing effort to assist in identifying healthcare issues for U.S. service members and their families.

Thank you for the opportunity to provide constructive feedback to the committee's recommendations. Our Service men and women are our strongest assets. We are continually striving to provide them and their families the finest healthcare and emotional support services. My points of contact are Captain Katherine Surman, 703-681-1703, [katherine.surman@ha.osd.mil](mailto:katherine.surman@ha.osd.mil) or Ms. Patricia Collins, 703-681-0064, [patricia.collins@tma.osd.mil](mailto:patricia.collins@tma.osd.mil).

  
William Winkenwerder, Jr., MD

Attachment:  
As stated

1. *DACOWITS recommends that Service personnel and family members be provided with continuity of care in military treatment facilities (MTF), particularly for obstetrical and gynecological patients.*

Several patient satisfaction surveys compiled by the DoD have indicated a very strong preference for continuity of care with a primary provider of obstetrical services for the duration of the pregnancy and childbirth experience. As part of the recently enacted Family Centered Care Policy, our goal is to have the expectant mother see the same provider and/or small group of providers for at least 75 percent of routine appointments. This is especially important due to the current operational tempo of the deployed forces.

2. *DACOWITS recommends that additional safeguards ensuring patients' rights to privacy and confidentiality, such as those that currently exist in the private sector (i.e., Health Insurance Portability and Accountability Act (HIPAA) be included in DoD policy to the extent feasible, widely disseminated, enforced, and included in ongoing education for all health care professionals and commanders.*

DoD has adopted the Health Information Privacy Regulation which implements in DoD the Department of Health and Human Services' HIP AA privacy rule - the rule that establishes the national standards for health information privacy. DoD fully supports a beneficiary's right to privacy and has made education, sustainment of training, and systems changes priorities to ensure the information in medical records is consistent with the new privacy standard.

3. *DACOWITS recommends that all MTF health care providers be trained in a customer service-oriented model of patient service and care which includes sufficient time and opportunity for patient-provider dialogue that conveys the importance of patient needs, especially those of junior enlisted members.*

Outstanding customer service for all beneficiaries continues to be a priority for the MHS. Customer satisfaction is one of the requirements of the MTF's "Balanced Scorecard", which is a list of objectives that facilities must report on quarterly. A positive, welcoming encounter is especially important with new young enlisted families as this is often their first experience with the Military Health System (MHS). The Institute for Family Centered Care recently provided on-site training and consultation in customer service for the provider staff at six Navy MTFs with Army and Air Force representation. The Integrated Customer Evaluation is a DoD computerized system that allows beneficiaries an opportunity to give direct feedback on their MTF experiences to the commander. It is a DoD funded program that is available to the Services. Many of the installations have commenced their



own customer-service programs among their staff. The new TRICARE contracts, commencing in June 2004, specifically provide incentives for network providers to focus on patient satisfaction. Moreover, the new organizational structure and processes will ensure the visibility of patient satisfaction metrics.

*4. DACOWITS recommends that DoD/Service/installation/MTF policies and practices regarding the importance and availability of care for female military personnel and female family members during the first trimester of pregnancy be consistent with the recommendations of the American College of Obstetrics and Gynecology Guidelines.*

The MHS Obstetrical and Gynecological (OB/GYN) providers follow the tenets of the American College of Obstetrics and Gynecology for not only the first trimester of care, but for the entire pregnancy. This also includes those in training to become providers. All military medical training programs follow the same criteria for accreditation of training programs as the civilian community. Military and non-military personnel working for the DoD such as Family Practice, emergency medicine physicians and midwives also follow the civilian standards of their specialty.

*5. DACOWITS recommends that information on the above policies and practices, and the benefits of early access to OB/GYN care be given to all military personnel, especially those in leadership positions through regular mandatory briefings on family planning, pregnancy, physiological changes, advisable health care regimens, and job performance expectations of pregnant personnel.*

Health care information is given to all personnel upon arrival at a new command. This often is reinforced as part of the command orientation and upon enrollment with TRICARE at the installation. As part of the Family-Centered Care Policy, MTFs where service personnel are enrolled, can check with the OB/GYN and/or Family Practice staff of the nearest and/or designated MTF/Clinic. Those facilities will inform the Service member of the standardized obstetrical services that are provided. There are Service specific guidelines for the Service member who is pregnant. This information is also readily accessible through the chain of command and TRICARE Website at <http://tricare.osd.mil/atthelocalmilitaryhealthcarewebsites.Guidance> for healthy living and pregnancy is offered to both Service members and beneficiaries through the OB/GYN Family Practice and/or Pediatric Clinics. These topics and related resources are part of leadership classes as Service members advance, both officer and enlisted. More specific leadership training based on Family-Centered Care has already begun with the DoD Medical Executive Skills curriculum.

6. *DACOWITS recommends that DoD direct the Services' Surgeons General to develop and implement a highly visible policy informational outreach campaign concerning the importance of early pregnancy identification and prenatal care, in addition to the information provided by TRICARE contractors.*

There is currently an extensive TRICARE Family-Centered Care Website at <http://www.tricare.osd.mil/familycare/>. It has numerous links to the installations which in turn have links to their specific programs including early identification of pregnancy and pre-natal care. Moreover, there are current Service publications that address the personal care of women soldiers and sailors with particular emphasis on what to do if a member is pregnant. Many of the awareness programs are designed locally, but are based on the DoD/Department of Veterans Affairs Guidelines for a healthy pregnancy. Women are also highly encouraged to inform their worksite supervisor if they are pregnant due to potential exposure to hazardous materials. The Family-Centered Care Policy directs that family advisory groups be established to promote effective partnerships between families and providers/staff. These groups help to sustain positive encounters and to work together to solve problems.

7. *DACOWITS recommends that the system of appointment availability and scheduling be improved to increase access to care on a routine and emergency basis for OB/GYN patients.*

Under the upcoming reorganization of the TRICARE regions, greater ease and accessibility to health care services is anticipated. The Family-Centered Care Policy mandates that OB/GYN patients have the ability to schedule their next appointment before leaving the clinic/MTF. The patient is not obligated to take advantage of this service. Emergency care is available at all times through the Emergency Departments of the MTFs when the clinic is closed and at the labor and delivery suite for those who are more than halfway through pregnancy. TRICARE will cover a civilian emergency department visit when the patient is unable to get to a military facility.

8. *DACOWITS recommends the printing and distribution of "Pregnancy and Childbirth - A Goal Oriented Guide to Prenatal Care" (published by DoD & VA, December, 2002) to all DoD MTFs for all prenatal care patients.*

This DoD guideline is already being utilized by many MTFs and is now part of the Family-Centered Care Policy. It provides clear expectations for patients and providers with the purpose of facilitating a healthcare partnership with individualized

patient education and prenatal visits focused on the specific gestational age of the baby. The guideline is available at <http://www.oqp.med.va.gov/cpg.htm>.

9. *DACOWITS recommends that, in the event of undue delay in access to MTF OBIGYN health care providers, the Services outsource OBIGYN care for female military personnel.*

All active duty Service men and women are enrolled in TRICARE Prime. Active duty Service members will receive all of their primary care from either an MHS hospital or clinic, a civilian TRICARE network provider, or a civilian non-network provider approved by TRICARE if a TRICARE network provider is not available within the statutory access standards. The access standard is that a first non-emergent appointment will be scheduled within 30 days.

**Office of Under Secretary of Defense  
(Military Under Secretary of Defense)  
Response to the 2003  
DACOWITS Report**





OFFICE OF THE UNDER SECRETARY OF DEFENSE 4000  
DEFENSE PENTAGON WASHINGTON, D.C. 20301-4000



PERSONNEL AND  
READINESS

JUL - 6 2004

MEMORANDUM FOR MILITARY DIRECTOR, DEFENSE DEPARTMENT  
ADVISORY COMMITTEE ON WOMEN IN THE  
SERVICES

SUBJECT: Defense Department Advisory Committee on Women in the Services  
(DACOWITS) 2003 Report - Response to Recommendations

Thank you for the opportunity to provide feedback regarding your DACOWITS  
2003 Report. Our responses to the findings relevant to my office are at Tab A. If you  
have any questions, my point of contact is Ms. Aggie Byers, Quality of Life Office. She  
may be reached by telephone at (703) 697-7191 or by email at [aggie.byers@osd.mil](mailto:aggie.byers@osd.mil).

*for John M. Molino*

Deputy Under Secretary of Defense  
(Military Community and Family Policy)

Attachment:  
As stated

**Finding B.1.b.i.**

Arranging for child care was the most frequently mentioned administrative challenge faced by Service personnel and families during pre-deployment and deployment.

**Recommendation**

DACOWITS recommends that DoD increase its efforts to reach its goal of providing the currently estimated need of child care spaces, as identified by the Office of Children and Youth, OSD.

**Response**

The Department has increased efforts to reach the goal of providing needed child care spaces. The Military Community and Family Policy's Office of Children and Youth has identified the number of needed spaces and tracks progress toward reaching the goal. These metrics are reported in the Department's Status of the Force briefings and in the Modernized Social Compact.

**Finding B.2.b.ii.**

DACOWITS found that Service members deployed for the first time or those in relatively new marriages or with families were identified as experiencing greater stress during pre-deployment and deployment.

**Recommendation**

DACOWITS recommends that the Department evaluate the effect of enhanced family communication opportunities and short-term rest and recuperation (R&R) programs during extended deployment on Service member morale and family stress levels.

**Response**

The Department has contracted for a 24 hour, 7-day a week toll free telephonic, Internet and e-mail family assistance service (Military OneSource) to help families balance the stresses of work and family/personal life. There is continuous evaluation of the service through individual users' feedback and usage reports.

**Finding D.2.**

DACOWITS found it difficult to gather data affecting Service members and family members during deployment, such as evacuation rates by gender, information on the well-being of children left at station or with caregivers, non-deployable personnel and reasons for non-deployment, and Guard and Reserve multiple mobilization information.

**Recommendation**

DACOWITS recommends that the Department provide guidance to the Services to maintain relevant standardized data for effective personnel policy.

**Response**

Although the Military Community and Family Policy Office is not directly responsible for developing personnel policies, we collaborate on ensuring the effectiveness of established personnel policies, e.g., a copy of the Family Care

Plan (that is required by military personnel offices to be completed for every single parent or dual military couple with children) is maintained at the child's care facility on the installation.



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
2000 NAVY PENTAGON  
WASHINGTON, D.C. 20330-2000

**ACTION MEMO**

FOR: UNDER SECRETARY OF DEFENSE (PERSONNEL AND READINESS)

FROM: VADM G. L. HOEWING, Deputy Chief of Naval Operations (Manpower and Personnel)

SUBJECT: RESPONSE TO 2003 DEFENSE DEPARTMENT ADVISORY  
COMMITTEE ON WOMEN IN THE SERVICES (DACOWITS) REPORT

- . Forward a response, TAB A, to the 2003 DACOWITS report, TAB B.
- . TAB B requested each service to review female attrition and first trimester health care for pregnant service members, and provide feedback in these areas.

RECOMMENDATION: Sign TAB A.

COORDINATION: TAB C

Attachments:  
As stated

Prepared by: LT Sarah Self-Kyler, (703) 614-6862



## RESPONSE TO 2003 DACOWITS REPORT RECOMMENDATIONS

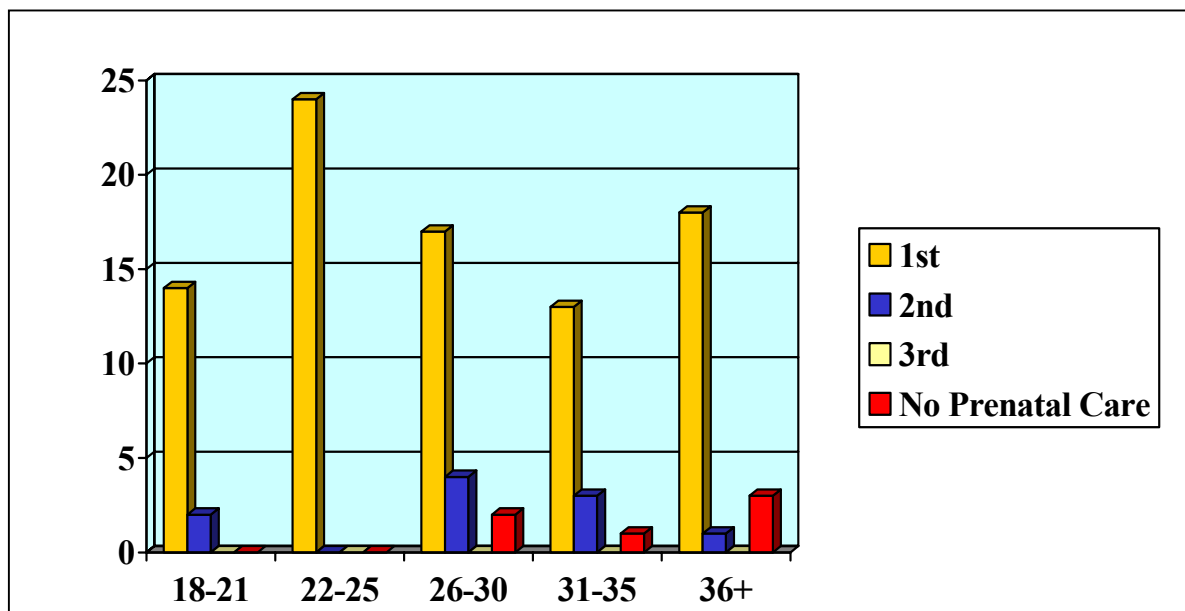
### **TASK:**

"Request each Service review 1) female attrition and 2) first trimester health care for pregnant service members, and provide feedback in these areas. Additionally, respond to Committee's recommendations."

### **1. Female Attrition**

Female attrition throughout the Navy is at the forefront of Naval Personnel leadership discussions and focus. The Line Communities, especially Surface Warfare (SWO) and Aviation, are most severely affected by high female attrition rates, and are taking significant steps to explore and research the causes and possible mitigation measures to ensure the female inventory is not lost. Females make up nearly 15% of the SWO, and 5.5% of the Aviation community. As seen in the graph below, a large percentage of women leave the SWO community at the end of their initial commitment.

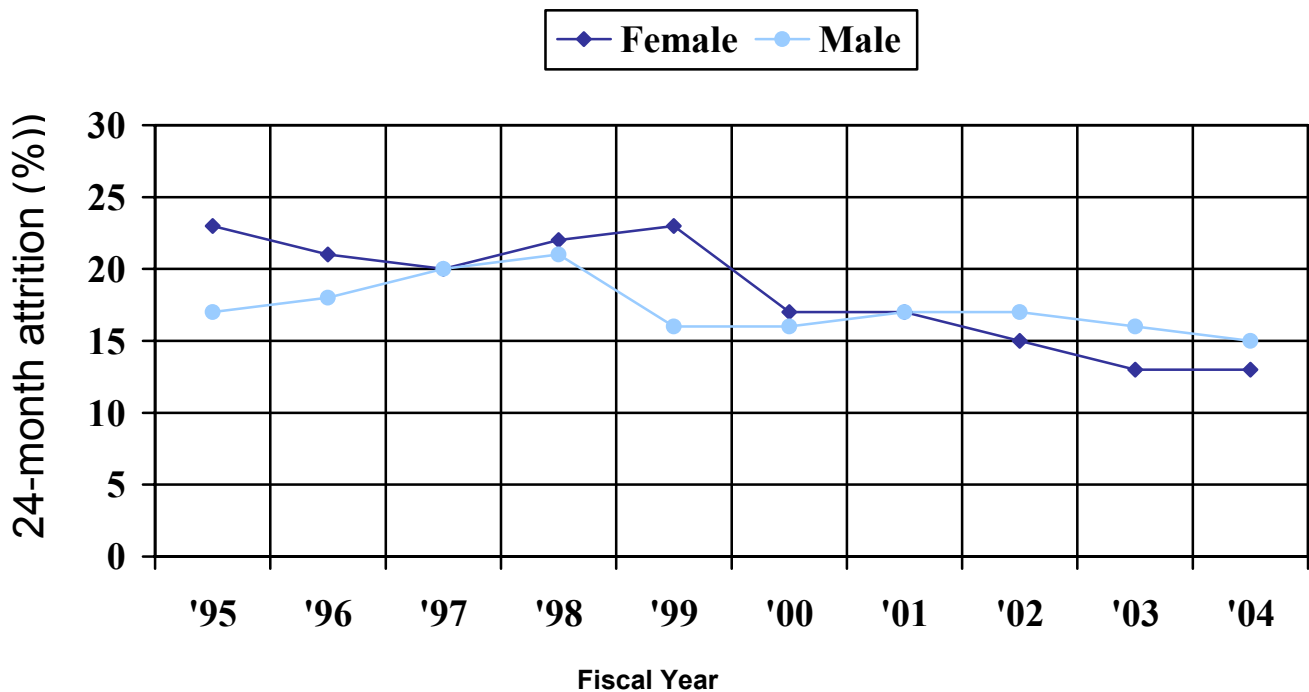
**SWO Inventory by Gender**



The Navy agrees with DACOWITS report findings and recommendations, and has recently established a Continuation Working Group of leadership, community managers, Women's Policy, and several research and analysis groups to evaluate new and existing data on female attrition. The Continuation Working Group will review various initiatives and programs that will provide officers, and eventually enlisted, opportunities to add flexibility in their career paths and allow more personal time.

Additionally, the SWO community has studied the Coast Guard efforts and recent RAND reports on sabbatical programs and developed a pilot program with potential to mitigate the effects of their challenging career path. The pilot, a 1-year sabbatical, will allow for more time to attend to personal and family needs, and will provide the member with all benefits of the commissaries, exchanges, MWR, and medical/dental services. It will be available to both men and women.

Over the last five years, female attrition, both officer and enlisted, has shown a gradual decrease. As seen in the graph below, the female attrition percentage, when compared to men, has been lower than that of males since 2001.

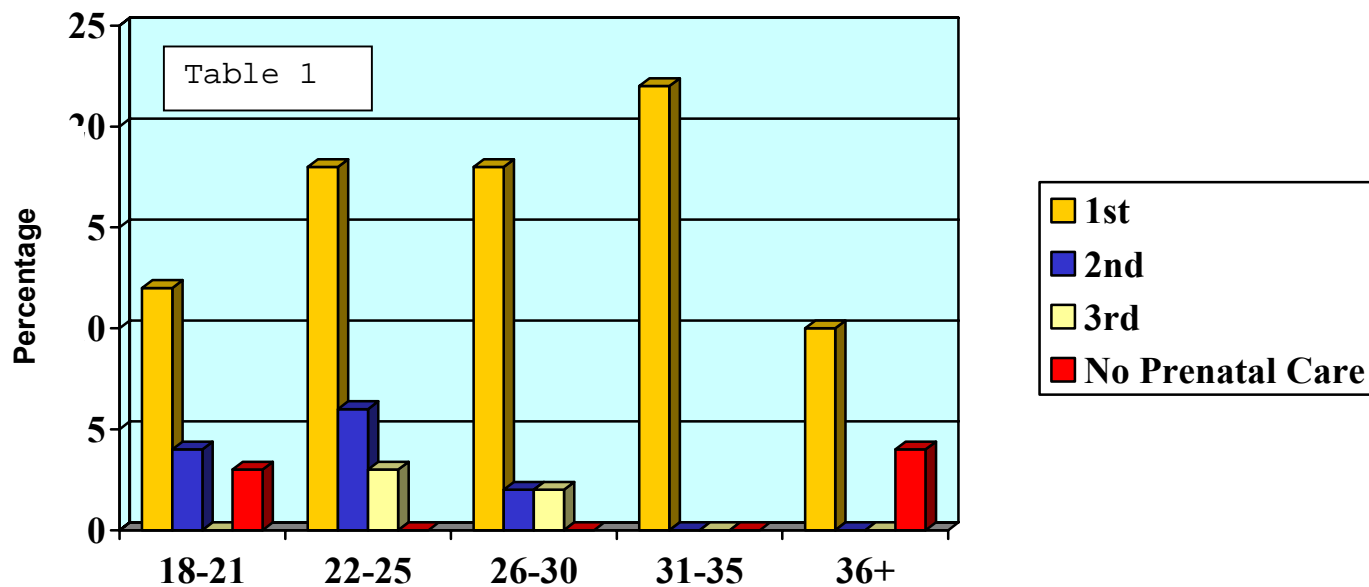


## 2. First Trimester Health Care for Pregnant Sailors

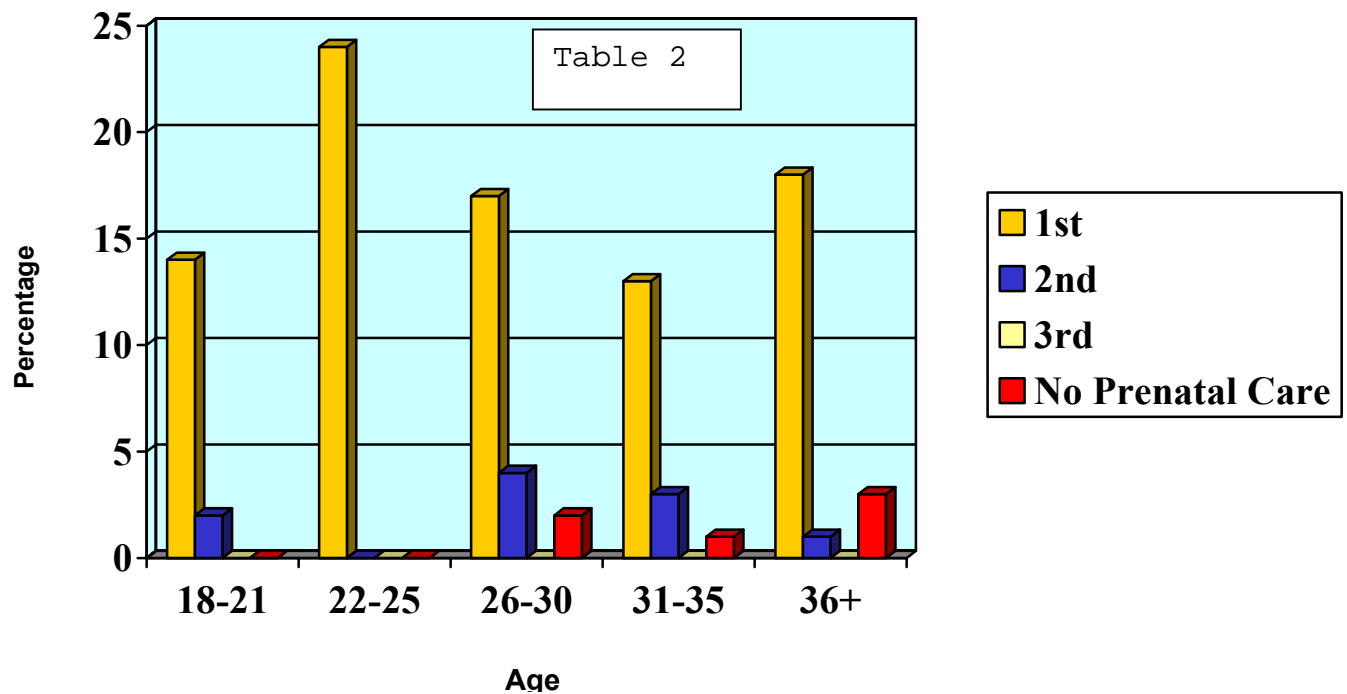
The 2003 DACOWITS report (p.38-39) utilized 1993 Health Care Survey of DoD Beneficiaries (HCSDB) data and reported that the survey reflected that military women are less likely to seek prenatal care during the first trimester of pregnancy if enlisted, no older than twenty and have less than a college degree. The DACOWITS focus groups explored explanations for low rates of timely prenatal care and offered suggestions (see report)

In response to this issue, a Navy- and Marine Corps-specific data call was performed that encompassed Navy/Marine Corps HCSDB survey results from 2002 and 2003(see Tables 1 and 2). Results indicate that the majority of Naval servicewomen are seeking/obtaining prenatal care in the first trimester. In fact, there was an improvement in first trimester care numbers for women in the youngest age group from 2002 to 2003.

HCSDB - CY 2002/1 Navy & Marine Corps Active Duty In  
which trimester did you first receive prenatal care?



HCSDB – CY2003//Navy & Marine Corps Active Duty  
In which trimester did you first receive prenatal care?



As the 2003 DACOWITS Report indicates, there are a number of reasons that servicewomen might not seek/receive care in the first trimester. To date, the HCSDB does not explore this issue in a survey format. The DACOWITS report summary has delineated the many reasons delays might occur; however, as the survey of Navy/Marine Corps data indicates, the majority of Naval servicewomen are initiating their prenatal care in the first trimester.

Through various means, Naval Medicine monitors continuously access to care issues for all beneficiaries. In particular, one component of Navy Family Centered Care (initiated early 2003) focuses specifically on access to care issues via the implementation of the DoD/VA Uncomplicated Pregnancy Nine-Visit Pathway and the issuance of follow-up appointments when leaving the clinic following a visit. Naval MTF commanders and fleet based Medical Department personnel continually utilize a variety of methods to reach out to active duty servicewomen to facilitate access to care.

Naval Medicine will continue to monitor the HCSDB data regarding this issue. The Navy Perinatal Advisory Board will contact the HCSDB administrators to explore the inclusion of additional questions to better understand the reasons Naval servicewomen might experience a delay in obtaining prenatal care.

### 3. Response to recommendations of 2003 DACOWITS Report

**RECOMMENDATION:** (A.2.b.i) DACOWITS recommends the Department and Services continue to explore additional options that affect personal/family time, which may include those contained in the forthcoming RAND Return on Investment Study on military leave programs.

**DISCUSSION:**

The Navy has received and reviewed the results of the RAND ROI survey and is preparing to execute a pilot program in the Surface Warfare community.

Navy also concurs that it would be very beneficial to review civilian "extended leave options" for the military with regards to maternity, elder care, or family crisis. PERS-6, Fleet Support Department, has been tasked to research and evaluate civilian leave programs.

**RECOMMENDATION:** (A.2.b.ii) DACOWITS recommends that the personal and family leave programs instituted by the Coast Guard and contemplated by the Navy be evaluated as soon as possible

**DISCUSSION:**

The DOD RAND report is complete and has been disseminated to all services and has been made available to DACOWITS.

PERS-6 will review the Coast Guard leave policy (i.e. Care for Newborn Children and Temporary Separation Program) and determine if it might also fit in Navy's New Parent Support (NPS) Program.

**RECOMMENDATION:** (A.3.b) DACOWITS recommends that commanders continue efforts to ensure that the work environment is neither hostile nor discriminatory and is conducive to optimal utilization and retention of highly qualified female officers.

**DISCUSSION:**

It is Navy policy that "acts of unlawful discrimination and sexual harassment are contrary to our core values of honor, courage, and commitment. Sailors and civilians who model Navy core values do not engage in negative behaviors or condone these actions in others. Additionally, these practices adversely affect good order and discipline,

mission readiness, and prevent our Navy from attaining the highest level of operational readiness" (OPNAVINST 5354.1E). As a result, Navy has instituted policies and procedures that ensure the work environment is neither hostile nor discriminatory and is conducive to optimal utilization and retention of our Sailors.

- . **Training** - The Navy has an annual requirement to conduct General Military Training (GMT) topics on fraternization, sexual assault, equal opportunity, and grievance procedures. GMT is non-occupational general training required periodically for all Navy personnel and taught at the command level. The GMT topics listed are outlined in NAVADMIN 252/03, Appendix A.
- . **Surveys and Inspections** - In accordance with OPNAVINST 5354.1E Commanding Officers are required to assess their command climate preferably upon assuming command (within 6 months), with appropriate follow-up assessments during their command tenure. In addition to the survey, Navy IG inspects all Navy commands periodically.

**RECOMMENDATION:** (B.1.b.ii) DACOWITS recommends that the Services address the need for greater childcare availability during times of increased OPTEMPO/PERSTEMPO.

**DISCUSSION:**

In 2002, Navy launched two pilot sites with supplemental funding secured by the Office of the Secretary of Defense (OSD) for Children and Youth in the Mid-Atlantic and Hawaii regions. The pilots were designed to study the need for and effectiveness of expanded childcare programs for single and dual military parents who were shift workers or were working extended hours due to the increased OPTEMPO/PERSTEMPO.

- The pilots include two delivery systems: a Child Development Group Home concept with specialized in-home care. At the pilot sites, service members needing extended services may choose the delivery system that best meets their needs and the needs of their children. Both delivery systems offer care 24 hours a day, seven days a week. The programs offer the service member the flexibility of 60 hours of care per week.
- Both pilot sites have been an overwhelming success. With 2004 supplemental funding recently received from the OSD

Office of Children and Youth, Navy is continuing the Mid-Atlantic and Hawaii operations and launching the program in the San Diego Region in Summer 2004. The goal to provide this vital support service in most Fleet concentration areas in an effort to support Sea Power 21.

Additionally, most bases continue to provide Extended Hours Care in Child Development Homes based on local mission needs.

**RECOMMENDATION:** (B.2.b.i) DACOWITS recommends that the official chain of command be emphasized as the primary source of information on deployment time tables and support services, and that this information be repeatedly disseminated on a timely basis by all available means to military and family members to reduce the opportunity for misinformation.

**DISCUSSION:**

Navy deploying commands remain the focal point for information on deployment support services and other family support services mainly through the Navy Fleet and Family Support Centers (FFSCs)-operated Command Representative Program (CRP). A CRP is assigned to each deploying command to insure commands have the most timely and accurate information on FFSC services and to coordinate all pre-deployment briefs/workshops. The available briefs/workshops occur six to eight weeks prior to deployment and are directed at single Sailors, single custodial parents (Sailors) and couples. There are also workshops available for children specific to age group. Mid-deployment workshops and briefs continue for the families and deployed command family members are given priority for counseling services and workshops, such as stress management. Finally, Navy provides two forms of "post-deployment" workshops/briefs including return and reunion (R/R) teams that join commands prior to returning to homeport. Topics covered include returning to the newborn, returning to children, intimacy, budgeting and finance, and car buying. Families "at home" also receive a "mirror image" of R/R.

In addition, Navy is pursuing options that are more responsive to the new Fleet Response Plan (FRP), including availability of pre-deployment briefs for general military training (GMT), command educational stand downs and regularly scheduled briefs at the FFSC.

All Navy commands are required to have a command Ombudsman, or Ombudsmen (depending on command size) who is a volunteer spouse of a command member appointed by the Commanding Officer and serves as the focal point for information sharing between the command and families. These volunteers are trained extensively to perform their duties and are available to command families regardless of family location. This program has been a success since 1970.

**RECOMMENDATION:** (B.3.b.i) DACOWITS recommends that the Services investigate more effective ways to communicate information about, and encourage the use of, support services, particularly to junior enlisted personnel and families who live off base.

**DISCUSSION:**

Navy has employed the marketing firm of McNeely, Pigott & Fox to provide Navy-wide marketing of Fleet and Family Service Center (FFSC) programs. This effort began with a "brand imprint" which is the FFSC logo now used Navy-wide. Each FFSC was provided specific marketing training on use of developed materials include attractive, easy to use trifold brochures, color posters specific to each program provided by the FFSCs, video and audio materials that highlight satisfied customers, and buttons and pins to wear on clothing. Each month one of the programs is further highlighted. These materials are distributed at the FFSCs, and other locations such as the commissary, exchange, medical treatment facility, and area television and radio.

In January 2004 Navy launched *Na~ OneSource*, a DOD funded 24/7, 365-day per year service that provides information and referral via phone or internet website and email to any Navy family members and single Sailors (including activated reservists) on the simplest to the most complex needs. A call to *Na~ One Source* puts the caller in immediate contact with a highly educated consultant who will make an appropriate referral immediately, remain on the line until the action is completed, and will provide materials by mail. Sailors and family members may contact *Na~ One Source* on-line at [www.navyonesource.com](http://www.navyonesource.com).

Navy agrees with the above DACOWITS recommendation and is proactively engaged with the fleet and shore installations through Commander, Naval Installation Command leadership. We will continue to employ marketing venues to reach not only Sailors and their families on and around the installation but also those reservists and families who are not near a Naval



installation. We can do that effectively with our partner, Navy One Source, to reach the broadest spectrum of personnel. We will continue to get the word out through Fleet and Family Support Centers, Command Ombudsmen, media such as *Navy Times* and *Navy News*, and the like.

**RECOMMENDATION:** (B.3.b.ii) DACOWITS recommends that the activated Guard and Reserve Service members and their families be given immediate access to all services for which they are eligible (e.g., DEERS registration, exchanges, and commissaries).

**DISCUSSION:**

Guard and Reserve service members have access to commissaries and exchanges, even without being activated. DEERS registration is constrained only by access to DEERS terminals, which are not available at all Naval Reserve Activities (NRAs). However, DEERS registration for members and their families occurs at the Navy Mobilization Processing Site (NMPS), usually around the 3rd or 4th day of activation, after the member has traveled from home to the NRA and then to the NMPS.

**RECOMMENDATION:** (B.4.b) DACOWITS recommends that, when possible, greater predictability be integrated into the deployment process.

**DISCUSSION:**

The Navy has recently changed the way its forces deploy. under the new Fleet Response plan (FRP), deployments will be shaped by Combatant Commanders' prioritized requirements, and schedules will be built from the day forces return from deployment, vice backwards from the next scheduled deployment date. The time units are available for employment will increase; however, the time Sailors are deployed will NOT increase. The framework of FRP continues to allow Sailors and their families to plan.

**RECOMMENDATION:** (C.3.b.ii) DACOWITS recommends that information on the above policies and practices, and the benefits of early access to OB/GYN care, be given to all military personnel, especially those in leadership positions, through regular mandatory briefings on family planning, pregnancy, physiological changes, advisable health care regimens, and job performance expectations of pregnant personnel.

**DISCUSSION:**

The Navy's Office of Women's Policy briefs on a regular schedule the "Pregnancy Policy", or Guidelines Concerning Pregnant Servicewomen (OPNAVINST 0000.1B), and Family Care Policy (OPNAVINST 1740.4B) to each [spell out] (PCO/PXO) Ashore and Senior Enlisted Academy classes. The Office is working with the Naval Education and Training Command (NETC) to incorporate adapted briefings into the Prospective Commanding Officer/Executive Officer (PCO/PXO) Afloat curricula. The PCO/PXO course is required for all PCOs and PXOs prior to reporting to their commands. The briefing details the policy, expectations of the command, Sailor, and health care providers, as well as their responsibilities during pregnancy. BUMED's Office of Women's Health has provided detailed information for the briefings regarding the importance of OB/GYN care to incorporate into the briefings.

**RECOMMENDATION:** (C.3.b.iv) DACOWITS recommends the wide dissemination of and education on the policies related to job assignment, duties, and responsibilities of pregnant Service members.

**DISCUSSION:**

In addition to the briefings described in the previous discussion, the Office of Women's Policy webpage (<http://www.bupers.navy.mil/pers2/N134/>) has posted the Pregnancy Policy along with a Healthy Lifestyles Toolkit to assist commands in providing training on topics such as responsible sexual behavior, parenting, fraternization, etc.

Naval Medicine is assisting the Naval Education and Training Command in developing pregnancy-related training programs. Clinical subject matter experts will provide and review medical content for the curriculum.